

Local Gov. Service

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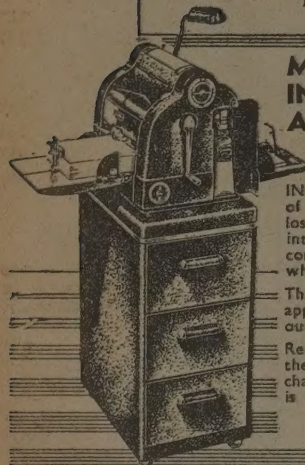
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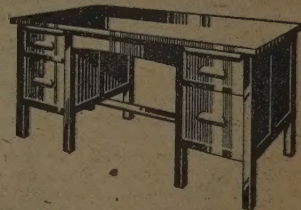
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Local Government Service

JOURNAL OF THE NATIONAL ASSOCIATION OF LOCAL GOVERNMENT OFFICERS

No. 23 VOL. XXV

NOVEMBER 1949

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THE WAY AHEAD

AS we write, the economic policy committee of the Cabinet is just stating the Government's further plans to meet the economic crisis. By the time these words are read they will, presumably, be known.

Mr. Herbert Morrison has already warned that they "will be unpleasant for us all." That was inevitable—although just how unpleasant, we may not realise until the medicine has matured to full strength over the next six months or more. And, to complete our good cheer, Mr. Douglas Jay, Economic Secretary to the Treasury, has told us that "the dollar crisis is probably here for our lifetime."

What does all this mean to NALGO and NALGO members? It means, in the first place, that we must abandon hope of any general increase in salaries and standard of living, not only for the immediate future, but for some time to come. Sir Stafford Cripps made that clear in the debate on devaluation, when he declared, with emphasis, that it was of critical importance that nothing—and I mean literally nothing—should be done to increase personal incomes arising out of profits, wages, or salaries, at least until we can see how far our policy has succeeded in bringing nearer a balance in our sterling-dollar trade." That policy involves not only continuance of the virtual standstill in local government salaries which has been in operation since the so-called consolidation award of January, 1948. It may well mean, also, that the permanent scales now being negotiated or members in the health, electricity, and gas services, and which it is intended to negotiate in the transport service, will be less generous than would have been possible in happier conditions: already, the various staff sides have noted a stiffening in the attitude of the employers, and there is little hope to be gained to-day from talk of disputes and references to the National Arbitration Tribunal.

Indeed, the position will mean more than just a standstill: it will mean a general worsening of conditions. For the cost of living has begun to rise again, and it is bound to go on rising, not substantially, but sufficiently to make itself felt. We must all accept, with good grace as we can muster, a further lowering of our living standards—and the real problem ahead will be to limit that reduction.

Gloomy—but not Hopeless

The future, then, is gloomy, but it is not hopeless. So far, everything that has happened since Conference has confirmed the wisdom of the policy recommended then by the N.E.C. and accepted by delegates. That policy, it will be remembered, was that NALGO was bound to observe the injunctions of the White Paper on Personal Incomes, Costs, and Prices, supported as it was by the Govern-

ment, the Opposition, and the T.U.C., and refrain from pressing for any general or wholesale increases in the salaries of its members.

But the standstill on general increases was only part of the N.E.C. policy. It carried an important rider, often overlooked by those who have criticised it since. The Association, it was pointed out, was satisfied that the present remuneration of large sections of the service failed to reflect current market values for professional, technical, and administrative work, and was too low to attract juniors of suitable calibre. Conference saw no conflict with the White Paper policy in seeking to correct those sectional defects of the existing salaries scales, nor in using the negotiating machinery available to remedy individual and collective anomalies and hardships.

There remains here a wide field for continued effort. We cannot, for the time being, seek general improvements: but we can continue our efforts to alleviate the worst hardships by seeking the better grading of groups and by using the appeals machinery to relieve the hardest hit individuals. Such efforts are, in fact, going on all the time.

Service Can Aid Production

What more can we do? A great deal. The crisis, as spokesmen of all parties and none have repeatedly told us, is primarily one of production. We are selling less to the United States, and other dollar countries than we are buying from them. We must balance our purchases of food and raw materials from those countries by sales to them of British goods and services. The pound has been devalued partly to help us do that, by making British goods cheaper in dollar markets. But if British goods are to be cheaper, we must sell more to earn the same quantity of dollars, more again to balance our present dollar purchases, and yet more again if we want to increase our purchases of the food and other goods the dollar area can supply. The same applies to purchases from other overseas countries. Britain, in short, can maintain her standard of living only by greatly increasing her present output of goods for sale overseas, and can improve that standard only by expanding her output yet again.

How does this affect local government and the public services? We none of us make goods for export. But we do claim that our work is essential to those who do. As the President told the Aberdeen Conference, "Were we not there, safeguarding the health of men, women, and children, building the houses, making the roads and keeping them in repair, running the schools, seeing that the buses, the gas, the electricity, the transport, are all available, not a man could work in the factories, not a wheel could turn, not a single item flow into the home or export markets."

We are, therefore, essential to the production drive. More, we can help it materially in two ways—by increasing our own efficiency, and by reducing our own demands on the limited pool of available manpower. Every minute that is wasted by a production executive in waiting for an essential permit, or by one of his workmen in waiting for hospital treatment, means so much less manufactured, so many fewer dollars earned: and, conversely, every minute that is saved means so much more manufactured, so many more dollars earned.

Similarly, every man and woman employed in the local government, health, and public utility services means one man and woman fewer in the factories, while every man and woman spared from those services, means more available for the factories. We cannot all be spared, of course: the services are essential, and must be adequately manned. But, were we to speed up our output, to work harder and longer, to cut out unnecessary tasks, to reduce friction, red-tape, and bottlenecks, we could probably reduce our demands on manpower substantially. Which of us to-day can say, with hand on heart, that he is working "all out," with never a wasted minute, an avoidable hold-up, or a superfluous action? Until we can say that, we cannot claim to be doing our utmost. But were we all to put our backs into it, work as long and as hard and as efficiently as it was in us to do, we should make a treble contribution: we should help the administrative machine to work more swiftly, more smoothly, and more effectively, to the benefit of the nation as a whole; we should, by reducing the need for recruitment, release more hands for direct production; and we should set an example to workers in other fields.

Such action is hard and unspectacular. It will attract no immediate rewards, and probably little thanks. It is not so easy as grumbling at a branch meeting or writing an angry letter to "Local Government Service." But it is, in the long run, the only way in which, to-day, we can help to set Britain on her feet again and, by so doing, contribute to the ultimate improvement of our own standard of living.

Towards Greater Efficiency

IN this connection, it is welcome news that the joint advisory body of officers set up last January by the Metropolitan Boroughs' Standing Joint Committee to consider the establishment of an "O. & M." organisation for the London boroughs has reported in favour of the proposal.

"O. & M.," as we have explained in previous references to it, is the Treasury abbreviation for "Organisation and Methods," by which is meant an organisation created "to assist in

securing maximum efficiency in the operation of executive machinery and by the application of scientific methods of organisation to achieve economy in cost and labour." It is an advisory service, reviewing departmental methods, comparing the several ways of performing similar functions, and, suggesting which are the most efficient and economical.

In the civil service, "O. & M." has already increased efficiency and achieved substantial economies. Having investigated its operation, the advisory body has recommended that the metropolitan boroughs should form an "O. & M." section, composed of a team of four experts.

The report suggests some of the many problems the team might study: filing systems; simplification and standardisation of forms; officers' reports to committees and committee reports to councils; minuting; layout of work in relation to noise, lighting, and mechanisation; central purchasing; systems of allocating council houses; use of mechanical appliances; and methods of salvage collection among them.

The cost of the section would be surprisingly small—£7,500 a year. Spread over 28 boroughs, this would be infinitesimal, and would probably be more than recovered from the savings likely to result from one inquiry alone. How much, for example, does the average borough council spend in a year on those ponderous advertisements for staff which fill the columns of "The Times" and the various professional journals? "Abbreviation of official advertisements" is one of the suggested subjects for inquiry. If the section could do that, it would probably pay for itself several times over.

The plan is now before the boroughs for their views. We trust that it will be wholeheartedly approved.

O God! O Northampton!

IN the long fight for liberty of conscience, the city of Northampton bears an honoured name. For, was it not Northampton which, in 1880, sent to Parliament Charles Bradlaugh, the first confessed Atheist to seek a seat in the House of Commons? And was it not Northampton which, when the House refused to admit him because he could not take the oath, insisted upon re-electing him again and again until, at last, six years later, it and he won their long battle?

It is well that none of those electors of Northampton who, 70 years ago, were prepared to suffer six years of disfranchisement rather than abandon the struggle for freedom of belief can be alive to-day, and thus know what their modern representatives are doing in their name. An example reached NALGO Headquarters recently. It was a form of application for the post of deputy chief sanitary inspector. It required each applicant to state his religion. And it informed each applicant that, if he accepted the appointment, he might undertake no voluntary work without the consent of the Council.

Will the councillors of Northampton kindly say in what way the fact that a deputy chief sanitary inspector is a Roman Catholic, a Methodist, a Plymouth Brother, or an Atheist is likely to affect his administration of the Public Health Acts? Will they explain the grounds upon which it would imperil their interests were he to be secretary of a philatelic society, treasurer of a swimming club, or even departmental representative of his branch of NALGO? And will they tell us what, his religion or his voluntary activities have to do with his job or with them?

It is the aim of "Local Government Service" to encourage the fullest freedom of opinion and expression within the Association. Unless the fact is expressly stated, therefore, views put forward in this journal—whether in the editorial columns or in signed articles—should not necessarily be regarded as expressing the considered policy of the Association.

"Dear Mr. Ordinary Member—"

by "CRITIC"

WITH the harvest gathered and a foggy outlook ahead, we come perhaps appropriately to the season of Annual General Meetings when, I suppose, about 10 per cent. of our members will be induced to take part in what, for many, will be their one and only essay of the year in the organisation of their own trade union.

Most A.G.M.s follow much the same course. The chairman will present the report of the executive committee, somewhat daunted by the fact that the smallish gathering in front of him consists mainly of the members of that same executive committee. The Distinguished Visitor will deliver his address and, having been tipped beforehand that the branch is a dull one, with no special interests, will feel that, if the meeting is not interested in anything in particular, he had better tell it something about everything in general; he will accordingly try, sometimes laboriously, to run the gamut from the history of superannuation to the delights of the holiday camps.

Branch officers will be elected or re-elected, but rarely will there be the mild excitements of a contested appointment. At some point in the proceedings, discussion and questions will be invited. The branch leadership, having heard rumours that X is determined to probe the finances of the branch outing, or Y to censure the executive for not getting the Arbitration Award amended, will be keyed up to meet attack: but the critical questions will remain unasked. The meeting will draw to an end with votes of thanks to everyone who can possibly be thanked and uninspired replies from each.

Of course, not all A.G.M.s are as dull as that: many branches provide tea and buns beforehand, or even a dinner afterwards, or a NALGO exhibition as a sideshow, to attract a bigger proportion of the apathetic. Some branches even have members whose lively interest in the affairs of the Association makes the meeting successful without any artificial stimulus. But that is unusual and, in the main, it must be admitted that the Annual General Meeting is usually dull. The ordinary member, having, perhaps, tried it once, feels that he can hardly be blamed if he thereafter prefers to stay at home and listen to the wireless.

Short-Sighted View

But, Mr. Ordinary Member, if you take that view you will be wrong—and, in the long run, you will suffer for it, and it will serve you right, even though you pay your subscription regularly, contribute to the B. & O. Fund, and read the funny bits in "L.G.S.," and even, sometimes, a more serious article if you think it may concern you personally. If that is all you do for NALGO, you are not only apathetic, you are short-sighted, selfish, and rather stupid—and it is high time someone told you so.

You may feel slightly superior to the "active members" in your branch, because the old fogies seem dull and over-cautious and the young ones over-impetuous and lacking in judgment. Has it occurred to you that the veterans may be dull because they have been trying to do too much for too long with no help from you, and that most of the impetuous youngsters will learn wisdom with experience?

I know all the excuses you make for your lethargy: that you are busy at the office, are swotting for your exam., are courting, or just married; that your children take up so much of your time; that you have reached an age when it doesn't matter much to you. The most active members have all those excuses, too—yet they find time for NALGO and often for a dozen other interests as well. You may

feel that only a few have any talent for organisation and committee work and that you are not one of them: but you will soon learn to swim if you will only get into the water—start at the shallow end by letting yourself be nominated as a departmental representative.

You may feel so diffident that even to ask a simple question at the branch meeting causes you intense nervous apprehension. Don't let that discourage you: we have all found that the intimate meeting of our colleagues is often the most difficult to address, and certainly the most difficult to impress. I have known many who became more confident the farther away they got from the people who knew them well.

Or you may be one of those genuinely modest people who feel that NALGO is, after all, doing its best for you, and that you are just an ordinary chap who has little to contribute. If that is your view, you may reasonably retort that a "Critic" in NALGO's national journal should direct his criticisms to the important issues and at the people in responsible positions, not at the unobtrusive folk like you.

In general, I agree that criticism should be directed at established institutions, people, and ideas—and especially at those institutions, people, and ideas which have been established for so long that they have been out of date for half a generation. Nevertheless, NALGO's greatest need to-day is the active interest of its members, and its greatest danger is that those members should take it too much for granted.

"NALGO Depends on You"

The Association's membership has doubled in about ten years; it has absorbed a whole range of public services outside its former local government limits, it has secured a complete and comprehensive structure of joint bargaining machinery, and it has a range of ancillary services unknown to any other union.

And, just because the organisation is now so big and complex, it is sometimes said, there is much less for the branch to do than in the days when each had to fight local skirmishes with its employers to secure generally meagre results. It is true that, to-day, all the big issues are settled at higher levels. The best fruit grows at the top of the tree. But the bigger the tree and the better the fruit, the more important is it that the roots should be firmly grounded. The NALGO tree, with its widely-spreading branches, must be rooted in a strong membership if it is to withstand successfully the storms which may well break upon all organisations of wage earners in the near future.

You may feel that the annual election of a branch executive and the annual general meeting are not an ideal method of running an organisation; but the fact remains that, so far, no one, in NALGO or elsewhere, has devised a better way of ensuring that an organisation reflects the wishes of its members. And even a big organisation is surprisingly susceptible to the views of its members, if they are clearly expressed. So do not be discouraged, Mr. Ordinary Member, by the size and complexity of it all, and the smallness of the part you think you can play.

Take your departmental elections seriously, and turn up to the A.G.M. If you have a suggestion, or a grievance, give expression to it as forcibly as you can: if a job of work for the branch comes your way, take it and do your best with it. If NALGO is to keep its vitality, it must continue to have the active interest of its members. In short, Mr. Ordinary Member, NALGO depends on you.



None, having seen the children busily at work, could forget their enthusiasm or doubt the educational value of Norwich's Museum Holiday Scheme.

School for the Holidays

by DOREEN IDLE

THERE is nothing suggestive of the Mausoleum about the museum of today. Children no longer creep round on tiptoe, sent by parents to be kept out of mischief on a rainy day, staring in fascinated horror at the mummy in its case, the fearful weapons of ancient days, the freaks and frights of a life remote from them in time and place.

Instead, they go in their dozens, in school parties or independently, eager to learn more about their own lives and surroundings. In this they are helped and encouraged by progressive authorities of whose educational administration a characteristic feature is the development of a closer bond between museum and school.

many children would be attracted by the scheme, and to keep the initial numbers manageable, Norwich schools were asked to select twelve of the most suitable volunteers to give the scheme a trial. During the first week, the average daily attendance was 36; in the second the scheme was thrown open to every child in the city; and by the third, the daily average attendance had risen to 89.

The children were free to come and go as they pleased during the month set aside for them, but definite activities were planned from which they might select. These were drawing and sketching, clay and plasticene modelling, brass-rubbing, model-making in connection with historical subjects, and the study of plants, heraldry, local history, butterflies and moths,

human anatomy, electricity, and birds (of which Norwich Castle Museum has a particularly fine collection).

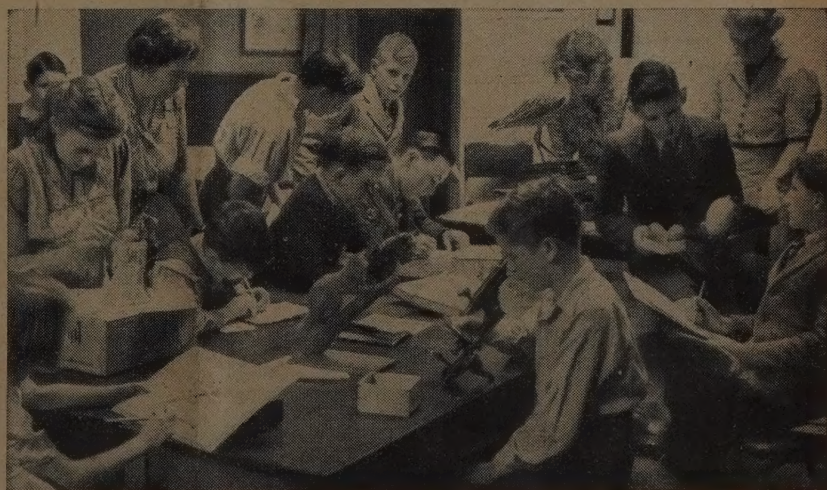
Of these, the first four and the study of birds proved the most popular, with drawing and sketching an easy first. Although the children needed little encouragement to work hard, competitions, games, and quizzes were organised to help them make full use of the museum's facilities. One such competition consisted in identifying from line drawings the tails of animals represented in the museum. These ranged from the archaeopteryx—the oldest known fossil bird—to local wild animals of today. Other studies were so planned as to encourage the children to continue their investigations in the town and countryside, thus taking them into the open-air, and helping to link up in their minds the "show-case" character of the museum exhibits with the real life going on around them. Norwich is fortunate in possessing excellent collections of natural history and local history material.

Lunch Provided

The museum was open to children in both morning and afternoon and, to make it easier for those who came from a distance to attend all day, a midday meal was provided at the nearest school meals centre. In charge of the scheme was an officer responsible during the term for liaison work between the schools and museum; she was assisted by a qualified teacher and three school assistants. The museum authorities helped all they could—providing specimens for demonstration purposes and all such necessary materials as paper, pencils, and so on. On enrolment, each child was asked to fill up a paper saying when he or she could attend and what he or she would like to do.

None who saw the happy queue outside the museum waiting to be allowed in and heard them discussing what they wanted to do could doubt their enthusiasm; nor, having seen them busily at work in groups scattered about the museum, drawing from pictures or objects, modelling, working on brass-rubbings, or sorting and identifying quantities of birds' eggs, could doubt the educational value of the scheme. The numbers, too, show its success, for though the view had been taken that only 20 or 30 regular attenders would justify the scheme, the actual number on the books rose, before the month was out, to nearly 400, of whom one-fourth were classified as "regulars."

Most of the children preferred sketching—but many others chose model-making and the study of animals and birds for their holiday "work."



First of Its Kind?

Norwich was one of the first local authorities to recognise the value and importance of such a relationship, appointing museum "demonstrators" for school parties as far back as in 1919. This year, it has continued its pioneer work with a further experiment. Its education and museum authorities jointly arranged voluntary holiday classes for children, particularly those from secondary modern schools. The experiment is believed to be the first of its kind in the country, for, though classes are held during school holidays at some South Kensington museums, these are intended mainly for grammar school children.

The fact that, in Norwich, about a third of the children attending the holiday classes come from primary schools, shows that interest is by no means limited to the older children; while the numbers attending and the regularity of their attendance is an encouragement to other authorities to follow Norwich's lead.

It was of course, impossible to foresee how



FIRST NATIONAL WEEK-END SCHOOL LEADS WAY TO DISTRICT SCHOOLS FOR TRAINING NEW BRANCH OFFICERS

Early last month, thirty-three representatives of NALGO district committees spent a week-end together to discuss how they would run courses to train new and future branch officers. They stayed at Bedford College, London; considered papers on every phase of branch management; and debated points raised in them with leading members of the National Executive Council and the Association's staff.

"A VEST-POCKET NALGO parliament" was the aptest description of the gathering. Its object was to encourage the formulation of district schools of branch management; to draw up a model syllabus for such schools; and to brief those selected to run them. But the discussion ranged far beyond those limits to problems of NALGO policy and negotiating strategy.

Introducing his paper, "The Mind and Front of NALGO"—summarised in last month's "L.G.S."—J. H. WARREN, the general secretary, observed that there had been no highly critical reaction to the document the N.E.C. submitted to the 1949 Conference outlining its approach to the question of readapting the Association's structure to meet the needs of members of the nationalised services. He personally was averse to the creation of a structure which would mean, in effect, the formation of a federation of group organisations, each catering for a particular service, and the N.E.C. and Conference had not only concurred in that view, but had reinforced it by adopting in successive years resolutions calling for the preservation of the unity of the Association.

Basic Cell

Delegates to Conference should continue to be appointed from branches and members of the National Executive Council be elected from the general membership of an area, irrespective of the services from which they were drawn. The branch must remain the basic cell of organisation but, in regard to its character, what applied to the top levels of organisation did not necessarily apply to the basic units. He felt that branches ought to be organised as units in each service group but there would continue to be some need for elasticity and, in certain localities, the composite branch might have to be preserved.

It was vital to retain "something like the district committee," which, although it lacked wide executive powers, was invaluable in cementing membership.

In his own work, he felt bound to give appropriate personal attention to the work of the statutory ancillaries. If anything went wrong with them there could hardly be a greater blow to the Association's prestige—and present economic conditions called for continual vigilance. The services of his able departmental heads minimised his own personal attention, but neither the Association, the N.E.C., nor he himself could afford to look upon the statutory ancillaries as divorced from their sphere of interest and responsibility.

Ideal Structure

Discussion on this paper developed into a debate on the pros and cons of the "composite" as against the "single service" branch. Favouring the former, F. OLLIER, North Eastern, expressed the fear that, if members in the nationalised services were encouraged to form single-service branches, they might eventually say "we can do better on our own than as part of a big composite body." On the other side, A. J. BLAKE, South Eastern, pointed out that NALGO was competing with other unions for potential members and might fail in that competition if—as he thought likely—the composite branch was to give insufficiently close attention to the problems of special groups, such as nurses, which it sought to enrol.

J. B. COLEMAN, Eastern, suggested that the main point was to ensure that the service conditions of a particular group were discussed only by the members affected; if that were done, it was immaterial whether the branch was composite or single-service. The more important link was the district committee, and there the local government branch was fast becoming a cinderella. Members in the electricity, gas, and health services all had their specialist district consultative committees, but those in the local government service had none. The time had come to form consultative committees for local government members. That done, all the consultative committees should be empowered to manage their own affairs without interference and subject only to a supreme district authority which he would call the "district council."

Replying, Mr. Warren suggested that the basis of branch organisation should be the common employer rather than the common place of employment, though he conceded that there was a case for the composite branch where members drawn from different services had a common place of employment. He agreed that the time had come for the establishment of consultative committees for local government branches and told the meeting that this was being considered by the special committee of the N.E.C. appointed to prepare a complete scheme of NALGO reorganisation for submission to the 1950 Annual Conference.

In the second paper, "Branch Administration," J. E. N. DAVIS, chief organisation officer, drew attention to the wide variation in the size of branches. Out of 1,001 branches in October, 1948, only one had over 4,000 members, 18 had between 1,000 and 4,000 and 252 between 150 and 1,000, whilst the remaining 716 had fewer than 150 members, of which 372 had fewer than 50, the smallest, Beaconsfield, having only six.

"But my point is this, look!"—Ieuan Ellis, South Wales district officer, puts it to Lewis Bevan, service conditions committee chairman.



It would be convenient, Mr. Davis said, if membership could be parcelled neatly into branches of say, 500 members each: but if the existing medley were remoulded nearer to the tidy man's desire, it would be at the risk of sacrificing interest and losing members.

The tendency, in his experience, had been to divide composite branches into smaller ones, rather than to aggregate smaller branches into bigger ones—and the invariable result of such division had been to increase interest and membership.

One of the most important objects of the branch was to enrol all eligible members. "Collective bargaining," Mr. Davis declared, "is the order of the day and of the days ahead. Since, normally, representation on collective bargaining machinery is based upon membership, there is a need for maximum membership. Numbers count—yet there is evidence that, in a good many cases, including some of the larger authorities, there are pockets of staff who are not members of NALGO or of any other trade union, though they benefit from what we do. The normal activity of every branch should be to review its membership and to seek 100 per cent. membership.

Vital Appointment

"The success of a branch," he continued, "must depend very largely upon the officers elected at the annual meeting. The vital appointment is that of honorary secretary. Where there is an interested, active honorary secretary (and many have made NALGO their hobby) there almost certainly is a keen branch."

The size of the branch executive must vary with the size of the branch. "The desideratum is to secure a representative and active body, suited to the needs of the branch, and to ensure that meetings are held regularly—at least monthly—and that the members are promptly and regularly informed of what is being done.

"The annual report is of great importance. The aim should be to provide a report in an attractive form so that members will feel that worthwhile things have been done on their behalf. . . . A branch secretary with a flair for writing such reports is a priceless asset to his branch."

Mr. Davis went on to emphasise the need for each branch to be represented at district

"Can't you fellows from Wales stop talking NALGO—even at coffee-time?" taunt A. R. Sutcliffe and F. Copeland of the North East.



"Who is the king-pin of the branch? Chairman, secretary, or departmental representative?"—These students listen attentively whilst others fight it out.

committee meetings and for each representative to report back to his branch the information obtained there. "It is at the district committees that members of the National Executive Council, representatives on national and provincial joint councils and on consultative committees, and the district officer, can explain and defend the actions of those bodies. Issues are often complex and difficulties more real and intractable than members realise. Here is the opportunity for critic and criticised to meet for frank discussions."

The development of national negotiating machinery meant that branches no longer negotiated with their employers on salary scales and this, it was said, had led to a falling off of interest in branch affairs. "But there are other matters, less exciting perhaps, but no less important, that branches can and should deal with. It is the duty of every branch to ensure that agreements reached by the National Joint Council are carried out in the letter and the spirit . . . and to examine what is done and consider and put forward constructive proposals, formulated in a spirit of objectivity and realism.

"Our discussions begin in the branch. Here, proposals can be put forward, discussed, criticised, amended, approved, or rejected. The member with ideas that seem to him so reasonable that any sensible person, even an employer, must welcome them, can expound them to the cautious, the critic, the cynic, and the congenial dissident.

Value of Free Discussion

"It is desirable that proposals should run the gauntlet of debate and should not be passed on without critical examination. Then they should be tried out in the district committee, since, if they survive the wider criticism there, they will go forward with a considerable volume of support. Free discussion, both in the branch and the district committee, is the life blood of the Association.

"There would be advantage, too, if branches generally would review what has been achieved in recent years: would measure what has been gained; would discuss their ideals and separate the immediate and ultimate objectives; and, above all, would consider objectively what can be expected from negotiating machinery manned on both sides by fallible human beings."

Discussion on Mr. Davis's paper covered a wide range: the need for paid branch secretaries; who was the "king-pin of the branch"?; the need for greater branch autonomy; and the value of local negotiations.

On the first point, J. C. BUNTON, Eastern, urged that the branch secretary was the key to branch efficiency; however good the work of the N.E.C. or Headquarters, their efforts would be useless if the branch secretary failed to do his job. But, while the demands on the branch secretary were increasing, it was becoming ever more difficult to find good men, with the time and energy for the work. Was it not time that the Association used more full-time paid branch secretaries—even if that meant a number of branches combining to share the services of one?

Voluntary Spirit

But J. B. COLEMAN, Eastern, whilst admitting the problem, pronounced himself a firm believer in voluntary service, upon which NALGO had been built. They could solve the problem by getting others to share the branch secretary's heavy burden; give departmental representatives a bigger part in the work and greater responsibility. The representatives themselves would be happier if that were done. L. G. LAMBE, Metropolitan, reinforced this view, disclosing that his own branch, Croydon, aimed at getting at least ten per cent. of its members active in branch affairs; in addition to a host of departmental representatives, it had a "shop steward" in almost every room at the town hall. P. G. MOORE, South Eastern, urged that training should be concentrated on the departmental representatives, since they formed the pool from which branch officers would be recruited.

A different view was put by H. WAYMAN, Metropolitan, who argued that the branch chairman was the most important person in the branch. The chairman should be chosen from the intermediate strata—the men who had come up from the lower grades and had aspirations in the higher. Such men would understand both points of view and could hold the branch together. The chairman should be "hand-picked."

Agreeing with Mr. Davis that the transfer of salary negotiations from local to national level

(Continued from preceding page.)

had robbed branch office of much of its former "sparkle," R. RILEY, North-Western, sought a remedy in greater branch autonomy and the establishment of more local joint committees, work on which would make branch office more attractive and exhilarating. Supporting this view, J. A. YATES, West Midland, argued that the branch could still fight for Saturday morning leave, merit increases, deduction of subscriptions from salary, and similar measures.

Replying to the debate, Mr. Davis doubted

whether a paid secretary would get information or work from a departmental representative where the voluntary secretary had failed to do so: a better remedy would be to improve the quality of departmental representatives and give them more authority. Whilst agreeing that branches needed objectives to capture members' interest, he hoped that they would leave negotiations in the hands of their elected representatives and not risk slowing the machine by flooding the staff side with resolutions pressing local views on all matters dealt with by the National Joint Council.

organisation of entrance and promotion examinations.

The most remarkable and valuable provision of the Charter—"epoch-making" in the history of trade unionism—was its provision of machinery for appeal. This machinery subjected local authorities to a high degree of control in placing their officers within the salary scales, since it enabled an officer dissatisfied with the decision of his authority to appeal to the provincial council, whose decision was binding. Since the Charter was adopted, thousands of appeals had been heard and the value of the provision had been demonstrated by the large number which had resulted in improvements for the appellants.

Whitleyism at Work

—such was the title of the third paper discussed by the week-end school of branch management. It had been prepared by HADEN CORSER, "Archbishop of Whitleyism," NALGO's deputy general secretary, and the staff-side secretary and joint secretary of the local government national joint council.

IN his paper, Mr. CORSER described how "Whitleyism" began with the appointment in 1916 of a government committee, under the chairmanship of J. H. WHITLEY, M.P.—later Speaker of the House of Commons—charged with the task of securing a "permanent improvement in the relationship between employers and workmen," in the hope of preventing strikes and disputes damaging to the war effort. The committee proposed that each organised industry should establish a national joint industrial council composed of representatives of organised employers and staffs to settle pay and conditions nationally; district councils, similarly composed, to interpret and apply national decisions at district level; and, local joint committees in every works or undertaking.

The committee's proposals were promptly taken up, and soon national Whitley councils were formed for the local authorities' manual and official staffs. In the local government service, a national council and 15 provincial councils were formed in 1920, but within a few years the national council and all but three of the provincial councils collapsed, after an unsuccessful effort to fashion a national scheme of salaries and conditions out of the chaotic arrangements then existing.

Nucleus of the N.J.C.

Of the three surviving provincial councils, one—for Lancashire and Cheshire—was an unqualified success, and in 1921 it evolved a complete scheme of grading for junior, general, clerical, and administrative staffs. In 1934, it established a superannuation scheme for the staffs of authorities not big enough to have schemes of their own; and later, with other provincial councils, it formed the nucleus of a Standing Joint Consultative Committee of Whitley Councils, which, in 1937, changed its title to "National Joint Council" and campaigned for the re-creation of a complete Whitley system for the service.

That object was achieved in January, 1944, after NALGO had sought, and secured, the assistance of the Government in sponsoring the formation of a negotiating committee to meet all parties and to devise a workable constitution for a new national council.

To-day, the National Joint Council consisted of sixty members—thirty representatives each of employers and staff. Fifteen seats on either side were filled by provincial councils and the remaining fifteen were filled, on the employers' side, by the local authority associations, and, on the staff side, by eight representatives of NALGO and seven of other unions.

The council covered all the administrative, professional, technical, and clerical staffs of local authorities, except clerks to councils,

certain other chief officers, and officers receiving more than £1,000 a year, for whom there were separate bodies. Its functions were "to secure the largest possible measure of joint action for the consideration of salaries, wages, and service conditions, and to consider such proposals with reference to such matters as are submitted to it from time to time by provincial councils."

Provincial Councils' Functions

There were fifteen provincial councils, whose functions included the settlement of differences between a local authority and its officers. They were not empowered to lay down salary standards or classify officers within the scales, but they could co-operate with the National Council in any matter affecting the interests of local authorities or their staffs.

An important feature of the constitution of both national and provincial councils was the provision that no decision could be operative until it had been approved by a majority on each side. That meant that, if the staff side put forward a motion, it must secure the support of a majority on the employers' side—and the same provision applied to motions put forward by the employers.

The third tier of the structure—the local joint committee—was the medium for the local discussion of matters affecting a particular local authority and its staff.

When the National Council was re-established, the staff side lost no time in pressing its claim for a national scale of salaries and conditions. The responsibility on its shoulders was immense. Its aim was a single national scheme, incorporating a junior scheme attractive to potential entrants to the service and providing a marrying wage at a reasonably early age, and salary scales for clerical, miscellaneous, and administrative, professional, and technical officers. The eventual settlement, now known as the "Charter," resulted in varying gains as between officers of one authority and another, but there could be no doubt that it represented a momentous advance for the majority.

Grading of Specialists

Under the Charter, the National Council began the process of grading specialist officers and prescribing special scales for masters and matrons of institutions, staffs of road passenger undertakings, and others.

The growing prestige of the National Council was illustrated to-day, Mr. Corser pointed out, by the fact that Government departments were referring to it matters affecting the service, and by its establishment of the Local Government Examinations Board to supervise the training of officers and the

"Machinery Not Too Slow"

Commenting on the working of the National Council, Mr. Corser's major criticism was that it had suffered too many changes of personnel—in three years, 63 employers and 62 staff representatives had occupied its 60 seats—resulting in lack of continuity of policy. Better results might be secured were less busy men to be chosen as representatives. He did not support the more common criticism that the Council worked too slowly. Those who made this criticism overlooked the fact that a claim might involve an enormous sum of public money and, because of that, the employers insisted on the fullest examination of every claim. Moreover, hurried decisions were not always the best decisions—and there had been some which had later required reconsideration and amendment. He thought that nobody reviewing the accomplishments of the Council in the past three years, the number of problems it had settled, and the greater well-being it had brought to the local government officer, could seriously criticise it for slowness in operation. Nor should the critics forget that Whitleyism was not only a weapon of attack—it was a powerful means of defending standards already won.

Discussion on Mr. Corser's paper was confined to the need for more local joint committees and the powers of the provincial council. On the first point, J. H. HORSFALL, West Midland, said that local joint committees could do much by "slow, hard, patient slogging." They should always consider the minutes of the N.J.C. and ask the employers what action they proposed to take upon them. W. J. UPTON, North Eastern district officer, suggested that, to encourage the formation of local joint committees, branches without them should set up Whitley sub-committees and inform the local employers of their existence, and their readiness to discuss staff matters.

"Immense Value" of Appeals

On the provincial council, Mr. Corser said that, although it could not amend or veto the decisions of the N.J.C., it could propose amendments to them. To this, Mr. Warren added that the provincial council was indispensable to preserve the appeals machinery, which was regarded by many observers in this and other countries as the most valuable provision of the Charter. It had played a great part in stamping out nepotism, favouritism, and other evils of earlier years. The prerogative of the provincial council to deal with differences as they arose had accorded to individual local government officers the right to a review of their salaries in relation to changing responsibilities, and this was of immense value.

Those attending the school also discussed papers—some of which we hope to report in future numbers—on the branch secretariat, the branch treasurer, the branch education secretary, ancillaries correspondents, negotiating machinery for the nationalised utility and health services, the work of NALGO's legal department, and public relations.

The Gentle Art of Chairmanship

by E. L. RILEY *

NALGO's Senior Vice-President



EACH year, NALGO needs thousands of chairmen for committees, sub-committees, consultative bodies, and councils—to preside over branch, district, national, and Whitley council meetings. Many of these meetings are concerned with salaries and conditions but many others with social, sports, and other activities. So all of us, whatever our interests, are likely at some time or another to be invited to “take the chair.” The meeting may be small or large, the matters discussed specific or broad, and the proceedings formal or informal—but

the ability to do what is appropriate on every such occasion is a valuable accomplishment which the best of us might well study.

Should it fall to your lot to take the chair, be it for one occasion or many, regard it as a compliment, for those concerned have obviously decided that your qualities and attributes fit you for the post. In assuming the office, remember that you are expected to be impartial, to know something of the matters to be discussed, to be able to preserve reasonable order, and to have an interest in getting fair and conclusive decisions.

Do not be too optimistic that your expectations will be realised; allow for the frailties of human nature, and do not be surprised if you find that, with the exception of the secretary, you are the only person who really knows anything at all about the subject under discussion. Even when you are sure that this is so, endeavour to convey to those present the feeling that they alone can solve the problem. Judicious flattery, not too heavily laid on, can pave the way for the withdrawal of an offending motion or amendment, may turn opposition into support, or, if you think it necessary, support into opposition.

If you are by nature a “doubting Thomas” and do not believe anything that is being said, or are liable to suspect the worst and question the integrity of every speaker, then on no account let the meeting know you are thinking that way. Convey the impression that you have listened with deep interest to all that has been said; that you are satisfied that those present are imbued with the highest motives; that the differences of opinion revealed in discussion are ones of detail and not of principle; and that the meeting could not do better than accept the proposals put forward by the secretary, suitably rounded off by words suggested from the chair.

Sense of Humour Invaluable

If you think that this introductory approach is somewhat facetious, you will probably find a grain or two of truth amongst the chaff. In any case, this is obviously the place to point the moral that a chairman who lacks a sense of the humorous, or at times the ridiculous, is not likely to be a success. An occasional sally—like the soft answer—does turn away wrath, and certainly helps to get on with the business.

Broadly speaking, the chairman's duties do not vary in principle be the meeting small or large, but the actual discharge can be very different. The bigger the meeting, the more formal the attitude. Small gatherings require an intimate and friendly approach. In a committee, the chairman often takes the lead, suggests possible solutions, invites contributions from knowledgeable persons, encourages the diffident, and waives formalities in the interests of progress and decision.

General and similar large meetings require a

more dignified and formal technique. Rules, and probably standing orders, have to be observed, the order of business is determined by formal notice, and reports are usually circulated with the notice convening the meeting. The chairman of such a meeting will be required to conduct affairs under the accepted rules of debate and be mindful that his is the responsibility for seeing that the agenda is efficiently and properly dealt with. Accordingly he should, before the meeting, consult with the secretary on the order of business, make himself familiar with items likely to be of a controversial nature, be fully acquainted with the rules and/or standing orders, note the names of official speakers or movers and seconders of formal business, and prepare himself to cover possibilities. A little thought beforehand may save a lot of trouble when the meeting is in progress.

Make a Prompt Start!

Having got to the meeting in ample time to ensure that everything is in order, take the chair and open the proceedings at the stated time. A prompt start, providing a quorum is present, creates a favourable impression and encourages those present to be equally business-like. If you have worked out a timetable, try to adhere to it without, of course, being guilty of rushing through important items without full discussion. See that all motions and amendments are moved and seconded and that they are properly put from the chair to the meeting. Do not forget to declare them either carried or lost as the case may be. Be careful not to be trapped into accepting more than one amendment at any one time. Always dispose of an amendment before you accept another. Failure to operate this simple rule has often landed a chairman and his meeting in a mess. Remember that the mover of a motion usually has the right of reply and that he exercises it, either at the end of the debate on his motion, or, if there is an amendment, at the end of the debate on that. He does not get the right of reply on a second or subsequent amendment, nor is there a right of reply for the mover of an amendment which, on being carried, has become the substantive motion.

While being courteous to all, be fair in your decisions. If asked for a ruling or interpretation and you are not sure, do not hesitate to consult rules, standing orders, or your advisers. If challenged on it, take the feeling of the meeting. Those present are just as keen as you to uphold the prestige and dignity of

**E. L. RILEY, establishment officer, Liverpool, known throughout the Association as “Teddy” Riley, is an accomplished and experienced chairman. He has occupied the chair of his branch, district committee, service conditions and other national committees, National Executive Council, and national joint council staff side.*



the chair. Only a really bad chairman need fear an appeal to the good sense of the meeting.

Notwithstanding this advice, an ounce of practice is worth pounds of precept. The actual experience of conducting a meeting will go far towards establishing a feeling of confidence in your own ability to lead and control a body of people. You can derive considerable personal pleasure from the knowledge that the success of a gathering is due, in no small measure, to your conduct in the chair. On the other hand, to preside over a meeting having a heavy and complex agenda can be somewhat exhausting and can be both a mental and physical strain.

A Good Man Essential

Looking back over 25 years, and having presided over meetings and sat under many chairmen, I am more than ever convinced that the chairman does make a very important contribution to the success of a meeting. No doubt many of you will agree when you think of your own experience, and certainly those of us who have attended the annual conference of NALGO, will appreciate how important it is to have a good man in the chair. There must still be many NALGO members who remember Mr. A. P. Johnson (later Sir Arthur) presiding over a succession of annual conferences, and also his successors in office who have not only upheld the dignity of the chair but in their various ways have added something to memories of efficient and pleasant chairmanship. The recent Conference in Aberdeen illustrates the points I have tried to make, and, in fact, the report of Conference shows that a great deal of its success was due to the very able conduct of the proceedings by last year's president, Mr. P. H. Harrold.

Having put to you what might be termed the essentials of chairmanship, may I offer some advice on how to deal with the many and vari-

types of speakers? Admittedly, there are many snags with which a chairman has to contend. Most of us have had experience of the axe-grinder who on every possible occasion pursues a line which is calculated to give him or her prominence, despite the merits or demerits of the case. No chairman can lightly ignore this type, and the problem should be dealt with firmly, and if need be by a blunt statement from the chair. Then we have the over-voluble speaker who says in many words what could be said in few. When such a speaker has embarked on the development of a theme, he or she should be reminded that time is the important factor and that dressing up the subject does not necessarily add to its merits. Occasionally we have the unfortunate experience of a committee or meeting in which nobody

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is willing to open or continue a discussion. In such cases the chairman must assume responsibility for initiating discussions and encouraging contributions. Another difficult situation which arises from time to time is when we have present what might be termed the sea or barrack-room lawyer who appears to know all the rules, can quote precedents, and is most anxious to teach the chairman his business. With this type of member, patience is a virtue, but even sounder knowledge of the rules of the game is necessary. Such a person is often caught in the toils of his own argument and can be silenced if the chairman appreciates the objective to be achieved and ultimately gets there.

Earlier in this article a reference was made to the chairman appreciating the wise use of humour. A wisecrack is always appreciated by a meeting, but it should be realised that there is a time and place for everything and, consequently, no matter how the chairman desires to lighten the proceedings, he should not make the mistake of introducing a note of levity into a serious discussion. Reserve the wisecrack for the appropriate time and place.

It is not possible, of course, in an article of this nature to deal more than sketchily with the duties and responsibilities of a chairman, but should any of my readers wish to know more of the subject, there are several good textbooks available.

Bureaucracy an Evil? Not If We Had Power to Humanise It!

Is the bureaucrat really as bad as he is painted? DAVID J. W. ROBERTSON, Wolverhampton, thinks not and, in the following article, submitted for the "L.G.S." Contributions Competitions, outlines his plan for humanising bureaucracy.

THE so-called evils of bureaucracy are continually under attack. An unpopular decision is resented when made by an official.

The officer who says "No!" to an applicant for a house, the official who silently hands out a double foolscap form to be filled in, or the policeman who reports the motorist for leaving his car five minutes over the allotted time, will never be loved by the public.

"This is bureaucracy!" is the cry. "Heaven preserve us from any more of it!" But is bureaucracy necessarily an evil thing? Theoretically, it should be no worse to be ruled by an official who knows his job and can be approached and reasoned with, than by a committee of amateurs often unapproachable and distant. We believe, however, rightly or wrongly, that it is better to be ruled badly by ourselves or our representatives than wisely by officials.

No Officials—No Government

But the modern state is so complicated that it is impossible for the details of government to be carried out by the people themselves or even by their representatives. The life of a town would come to a standstill if there were no public officials.

Our system of government, both central and local, is necessarily bureaucratic in part. It is, therefore, important that the worst features of bureaucratic control be eliminated, otherwise discredit will be brought on the whole system.

Before we blame the bureaucrat, let us see if he is really at fault. The official who refuses a licence, for example, is usually merely announcing a decision made by a committee. Yet it is he who gets the blame and criticism.

There is a popular fallacy that a local authority determines policy, leaving its detailed administration to its officials. Often, the exact opposite occurs: matters of policy originate in the minds of officials and are worked out and brought to their final stages by them ready to be served up to councillors to make speeches over. It is right that this should be so, for who is more in touch with the town's needs and better able to decide how best to meet them than the official?

Hours Wasted on Detail

The lay members of an authority seldom have the knowledge to initiate new schemes. It is in the discussion of detailed administration that they come into their own. How many precious hours are wasted at committee meetings in haggling over matters of detail that could easily be left to the officials to determine? The only reason given for such a waste of time is that a decision arrived at by a number is better than one reached by an individual. No greater fallacy was ever propounded. The result of the deliberations of a body of people is related not to the sum but to the mean of their intelligences. Is the level of intelligence of the committee likely, therefore, to be as high as that of the official, who has been engaged, presumably, for his mental powers and specialised knowledge?

A committee is an impersonal body, a group of people who, in mass, have no soul. Its decisions, based on reports and not on first-hand knowledge of the facts and personalities concerned, are thus often cold-blooded—and

must be conveyed to the public by the unfortunate official.

How often, in discussing with irate citizens decisions which do not bear logical examination, have officials to fall back on the answer: "Committee decision; nothing can be done!" This is what the public decries when they condemn bureaucracy.

Let us humanise our public officials! Every inquirer is different from his neighbour and needs different handling. Every matter which comes before a department has a human element calling for individual treatment. But such treatment can be given only if the official is given more power to make decisions. Give the official more freedom and the result will be more justice and better public relations!

Opponents of such a proposal will claim that greater power for the officials might be

"L.G.S." Contributions Competition

Articles and photographs are invited for the "L.G.S." Contributions Competition.

The best contributions received each month will be published—and paid for at normal rates. When the competition ends, next April, prizes of twelve, eight, and five guineas will be awarded for the three articles judged to be the best of those submitted—whether published or not.

Articles may be on any aspect of the work, organisation, or future policy of NALGO or its auxiliaries, but must be constructive and calculated to interest the majority of readers. They must be typed or written on one side of the paper and must not exceed 1,500 words.

We also offer two prizes of ten and five guineas respectively for the best photographs of subjects likely to be of interest to readers. All prints submitted must be capable of enlargement, at the competitor's expense, to 10 in. by 8 in., though they need not necessarily be submitted in that size.

Details of the competition appeared in the April journal.

misused. Such a claim should be taken seriously only if there is evidence that their present powers are abused. There is no such evidence.

It will be difficult to persuade local authorities, jealous of their powers, to delegate functions to their officers, but it might be done were officials to show, by example, in their present limited scope, that they are worthy of further trust.

In this respect, many chief officers could do much to humanise their departments by giving their subordinates greater discretion. Junior officers suffer from the same sense of frustration as their chiefs, many feeling themselves to be mere automata working to a rigid and soulless system.

From the top right down, a new spirit is required in local government. Let councils use their minds for the higher pursuit of policy. The general lines of that policy should be laid down in flexible and human manner.

Only the man with power can dispense justice and mercy. The official tied rigidly to rules and restrictions becomes a robot—a monster whose increasing numbers may one day destroy our democratic system. Each should be free to do his job under general direction—without detailed supervision. Let duties and powers be delegated over as wide a field as possible. Only thus will democracy survive and bureaucracy be freed of its terrors.

CASE FOR EQUAL PAY: Would help employers, encourage women, be a stimulus to men, and promote efficiency

by J. E. N. DAVIS

This article has been condensed from a new pamphlet by Mr. Davis, who is NALGO's Chief Organisation Officer, as part of the immediate campaign for equality of pay and opportunity for women in the public service called for by the Aberdeen Conference.

"Everyone, without any discrimination, has the right to equal pay for equal work"
—Article 23 of the Universal Declaration of Human Rights, approved by the United Nations Assembly, 1948.

NALGO has long supported equal pay for men and women, the rate for the job, whether the job is done by a man or woman, and equality of opportunity. It agrees with the statement of the County Councils Association in its evidence to the Royal Commission on Equal Pay that "it is not possible logically to defend the proposition that because an employee is a woman she must be paid at a lower rate." It has striven for equal pay for many years. Yet equal pay and equal opportunity still remain to be achieved.

There is no common rule. In most of the recognised professions—law, medicine, accountancy, architecture, journalism, the stage—there is equal pay. Why, then, should most women local government officers get less than men local government officers, women school teachers less than men school teachers, or women staff (unless they are administrative, technical or professional) less than men staff in passenger transport undertakings?

The cost of bringing up and educating a girl is not less than that of a boy. The Ministry of Food does not issue fewer food coupons to women than to men, nor did the Board of Trade issue fewer clothing coupons to women than to men.

Men have strong reasons for helping to secure equal rates for their women colleagues. For the cheaper woman can be used to depress the better standards of men. What would be the position if, for example, women architects received lower fees than men architects, women lawyers less than men lawyers? These professions have insisted upon equal remuneration largely at the instance of the men.

Evidence to Royal Commission

In 1944, the National Government set up a Royal Commission "to examine the existing relationship between the remuneration of men and women in the public services, in industry, and in other fields of employment; to consider the social, economic and financial implications of the claim to equal pay for equal work; and to report." The occasion of the setting up of the Commission was the passing by the House of Commons, despite Government opposition, of a resolution in favour of equal pay for teachers in the public service. The Government refused to give effect to the vote, and set up the Royal Commission instead.

NALGO gave evidence to the Royal Commission. It said:

"In supporting the principle of equal pay, the Association is not unmindful of its implication. In the professional classes, where the principle is applied, equal pay is accepted as a matter of course and has given general satisfaction. That would seem to imply that different standards of assessment are made for different sections of women, and that, whilst equality is conceded in the higher ranks, for some indefinable reason a different yardstick is

applied to the lower ranks. Where the principle has not been operated, the Association is of opinion that, whilst certain difficulties might arise during the period of adjustment, the result of its application would be that local authorities would have a wider range of selection in their appointments; that it would be an encouragement to women to know that their efforts would not be depreciated merely on the grounds of their sex; and that it would act as a stimulus to the men to enhance their qualifications, and thus effect greater all-round efficiency. As the majority of women must earn their living, the ear-marking of positions in favour of men induces a sense of frustration. The real test should be—who is the best fitted to carry out a certain piece of work? If a woman is appointed, after careful selection, the pay should be related to the job and not to the person holding it. Any extraneous question which may arise from the traditional view that man is the breadwinner should be settled by machinery of the kind contemplated in the scheme for national insurance at present under consideration by the Government."

Injustice to Women

In its Report, the Royal Commission stated that "The cry of 'equal pay for equal work' is a demand for something which is thought to be required by simple justice." It referred, however, to "the ambiguities of the expression," adding that "it is convenient to understand by the expression the same thing as is expressed in the widely-used phrase 'the rate for the job.'" That is what NALGO means—that the job, whether in local government or in the nationalised industries, should be paid for at the same rate whoever does it.

The position in the fields which the membership of NALGO covers is that the rate for the job is paid equally to a minority of men and women only. In local government, the national scales apply equally to men and women in the administrative, professional and technical grades and the miscellaneous grades; in the general, clerical, and higher clerical divisions, women are paid 80 per cent. of the men's rates. Thus, a man aged 25 in the general division is paid £290 a year, while a woman doing equal work is paid £234; a man at the maximum of the clerical division is paid £440, while a woman doing equal work is paid £352; a man at the maximum of the higher clerical division is paid £485, while a woman doing equal work is paid £390. If, however, a man and a woman are in grade I of the administrative, professional and technical division, they are paid the same rates. Other conditions of employment apply equally; women work the same hours as men and are subject to the same standards as regards holidays, sick pay, and so on.

The manifest injustice to the women in the general and clerical divisions is aggravated by the fact that a larger proportion of women than of men is employed in these divisions.

Roughly, the same position exists among similar classes in the nationalised industries—electricity, gas, and transport—and in the national health service. In health, women doctors and dentists receive the same pay as men doctors and dentists, and so do women in the administrative and professional grades;

but the woman clerk gets 80 per cent. only of the rate paid to her man colleague.

What can NALGO do to secure the rate for the job now? Two years ago, when the Association asked the Minister of Health to receive a deputation on the position in local government, he replied: "The question of the application of this principle to officers in the local government service appears to be one for determination by the National Joint Council in the light of any general recommendation the Government may make. The report of the Royal Commission on Equal Pay is at present under consideration by the Government, and the Minister does not, therefore, consider that any useful purpose would be served by the attendance of a deputation from the Association at this stage." Pleas to the National Joint Council are met with the reply that the employers are not prepared to deal with the issue until there is a lead from the Government. And so the game of "passing the buck" goes on.

That the rate for the job is fair and just is generally admitted. But the present is never the accepted time; always there are reasons for delay. So far back as 1914, the Majority Report of the Royal Commission on the Civil Service stated:

"In so far as the character and conditions of the work performed by women in the civil service approximate to identity with the character and conditions of the work performed by men, the pay of women should approximate to equality with that of men."

Yet inequality remains.

In 1919, a War Cabinet Committee on "Women in Industry" pronounced in favour of equal pay and recommended:

"That the Government should support the application of the principle of 'Equal Pay for Equal Work' by applying it with the least possible delay in their own establishments."

No action followed.

In 1920, a resolution was supported by all parties in the House of Commons and passed without a division:

"That it is expedient that women shall have equal opportunity of employment with men in all branches of the civil service throughout the United Kingdom and under all local authorities . . . and should also receive equal pay."

No action followed.

A Five-Year Plan

The difficulties of conceding equal pay to-day are appreciated. They were recognised last year when, on the advice of its women's services sub-committee, the Association agreed that, "having regard to the present economic difficulties, a scheme which aimed at securing equal pay by giving women the same increments on their existing salaries as men until they reach the maximum of the comparable grades for men, would be acceptable, provided that equality is reached within a period of not exceeding five years." There is no reason why such a plan should not be operated at once.

The securing of equal salary standards in the local government and other public services would not, in itself, satisfy the reasonable aspirations of the women. There is a tradition, based upon bad old practice, that women shall, in the main, fill routine posts; prospects of advancement are less for women than for men; few of the more responsible posts are filled by them. This is bad for the service. Efficiency should be the only test. Every post filled by a man who is less efficient than a woman spells a loss of efficiency. There must be equality of pay and equality of opportunity.

Service Conditions Committee Considers Salaries Policy, Appeals Machinery, Equal Pay

INEVITABLY, an item on the devaluation of the pound appeared on the agenda of the National Executive Council's service conditions and organisation committee when it met in London on October 7 and 8. The committee referred it to its service conditions sub-committee for consideration in relation to the Association's declared wages policy. In passing, however, it agreed that the event and the subsequent declarations on the national financial position by the Chancellor of the Exchequer, had emphasised the wisdom of the policy laid down by the Aberdeen Conference to make no claim now for a general increase in salaries, but to press, through Whitleyism, for the removal of anomalies and hardships, and that no modification of that policy was necessary.

The committee sat for seven hours, debating with equal zeal important policy measures and domestic problems concerning one branch or group of members only. Matters dealt with included:

Equal Pay.—The committee approved the draft of an article on equal pay—published on page 515—which is to be circulated as a pamphlet for distribution among branches, and the employers' sides of the various national and provincial joint councils in all spheres covered by the Association. It also agreed a draft memorandum on the subject for the use of staffs' sides of Whitley councils.

Grading of Engineering, Surveying, and Architectural Assistants.—It was reported that the interpretation of the grading scheme approved by the National Joint Council for these specialist groups, reported in the September "L.G.S.," had given rise to some divergences of view as to what had been agreed. These were discussed at length. It was stated that the matter had been before the N.J.C. grading committee on October 6 and that it was hoped to reach an agreed interpretation.

Service Conditions Policy.—The committee considered resolutions passed at a special meeting of Croydon branch, expressing "grave dissatisfaction" with the association's service conditions policy and asking:

- That a case for increased salaries be submitted to the local government N.J.C. without delay; and
- That research be undertaken into recruitment to the local government service, to ascertain the number of established posts, the number of officers employed, and the number of vacancies in each grade of the Charter scales.

It was also urged by the branch that NALGO policy necessitated a demand for sound Whitleyism; that the success of the health negotiating machinery was being jeopardised by the ultimate financial control apparently exercised by the Treasury; and that the staff side of the health services Whitley council should press for complete recognition of Whitley principles to the extent, if necessary, of having the Treasury represented on the Council.

It was agreed to tell Croydon that the present policy was that decided by the Aberdeen Conference; that the suggested research would be of little use since the information would become out-of-date almost immediately; and that, although the N.E.C. was aware of the position in the health service, it did not propose to take action until the Whitley machinery had been in operation longer.

Long Service Increments.—Croydon was also responsible for further consideration being given to this question. At its March meeting, the committee had decided to take no action on a suggestion from the branch that some scheme should be devised to provide for a "limited automatic advancement of satisfactory officers beyond the maximum salary of their respective grades, after they had been in receipt of that maximum salary for some years." The committee gave as its reasons for rejecting the suggestion that posts, not officers, were graded under the Charter, and that adoption of any such scheme would encourage some authorities to avoid regrading posts when regrading was required.

Undaunted by this refusal, the branch submitted two detailed schemes, but the committee rejected these also, pointing out that there was scope within the Charter as it now existed for the recognition of long and meritorious service.

Staff Appeals Tribunal.—It was reported that Surrey county council had set up an appeals tribunal to hear appeals against decisions of committees or sub-committees on charges of indiscipline or misconduct. The tribunal, consisting of five members of the council's establishment committee, is empowered to make final decisions on cases brought before it, and will operate for all employees except fire brigade, teaching, manual, and domestic staffs of the education committee, who are covered by other regulations.

It is probable that provisions for such a tribunal will be included in the revised Charter, now being considered by the service conditions committee. In the meantime, branches should assume that they have the right of appeal to their provincial Whitley council on all decisions detrimental to an officer, whether they involve redundancy, loss of salary or status, or reprimand for "alleged inefficiency."

Retired Membership.—It was agreed that a member who retires on superannuation on reaching pensionable age and who subsequently takes up other employment shall remain eligible for retired membership.

Arbitration Cases.—It was reported that, of 27 disputes reported under the Conditions of Employment and National Arbitration Orders, NALGO had won eight, lost two, settled eight before proceedings began, and was still negotiating or awaiting a hearing on the remaining eight. Details of some of the successful cases are given on page 530.

Provincial Council Membership.—It was reported that 1,317 of the 1,530 local authorities in England and Wales were now members of their appropriate provincial Whitley Councils.

Staff Canteens.—It was reported that the Conference motion by Hackney branch, urging an appeal to the Ministry of Food to review the present basis of allocation of rationed foodstuffs between the various classes of canteen, with a view to a more equitable distribution, had been forwarded to the Ministry. The reply stated that canteens were divided into three groups, the first two for workers in heavy industries and other industrial undertakings, and the third for non-industrial workers. Canteens in the third group were allocated supplies on a basis comparable with the domestic ration, and no increase could be made until the food position improved and it was possible to increase domestic rations.

Constitutions of Consultative Committees.—The committee decided that the N.E.C.'s recommended constitutions should be regarded as models. Any amendments which districts wished to make in the light of local circumstances should be forwarded to Headquarters for approval.

Architects on NALGO Consultative Committee.—An application for membership of the NALGO Consultative Committee—the body through which the N.E.C. maintains liaison with the various sectional and professional societies in the service—submitted by the Standing Joint Committee of the County Architects' Society and the City and Borough Architects' Society, was approved. The County Surveyor's Society has withdrawn its membership, on the ground that it is purely professional and technical body and that the service conditions problems of its members are handled by the Association of Local Government Engineers and Surveyors, which is already a member of the Consultative Committee.

Age of Retirement.—Considering that some passages of the report of the Royal Commission on Population might foreshadow developments likely to affect the Association's future policy on retirement of local government and public service officers under superannuation schemes, the committee recommended their publication in "L.G.S." for the benefit of members who might not otherwise see them. Relevant passages include:

"297. Between 1871 and 1947 the number of people over 65 in Great Britain increased fourfold. Total numbers increased much less, and the proportion of people over 65 to the whole rose from 4.8 per cent. to 10.4 per cent. There can be little doubt that the 'burden,' per head of the working population, of maintaining the old rose much faster than this; for the old of to-day consume at a level nearer that of the rest of the community than did the old of 1871; and they are very probably less productive, on the average. . . . Even if future mortality shows no reduction on present levels the number of people over 65 may be expected to grow from 5.0 millions in 1947 to 7.3 millions in 1977. If death rates fall in future in the same sort of way as they have been falling over the last half century, the increase in the number of old will be even greater (on this assumption, the number of people over 65 in 1977 would be as high as 8.2 millions); while if death rates at high ages should fall substantially, the increase might be very great indeed. This large further increase in the numbers of the old will occur during a period in which the numbers of the working population are unlikely to increase at all and may possibly decline.

"299. In these circumstances, it is clearly desirable that the old should, if possible, do more than hitherto to maintain themselves, or rather, contribute more by their exertions to the general economic effort of the community. Indeed, further improvement in the national standard of living may depend increasingly on how far this object can be attained. There can be no doubt that many men are fully capable of discharging the duties of ordinary paid employment for several years after what is becoming the normal retiring age of 65. Many more would be capable of part-time work in some capacity. Many authorities believe that to continue at work is commonly good for health and happiness, and it is not unusual to find old people who are anxious to avoid the boredom of retirement. . . . A prolongation of the period of capacity for work is a natural counterpart of prolongation of the period of life; and it is fundamentally appropriate that reasonable use should be made of the productive potentialities of the former in order to mitigate the burden which the latter might otherwise throw on the younger elements of the community.

"300. In other words, it is not unreasonable to hope that, in the course of years, the average level of fitness now associated with age 65 may come to characterise age 68, or even 70.

If so, a gradual extension of the working period would follow naturally on the basis of individual choice, if this choice were not impeded or deflected by the payment of pensions conditional upon retirement.

"301. There is evidence that in the past the need for money has been the main motive of old people for staying at work. Social insurance has made this need less pressing for the individual and so weakened the stimulus to go on working; yet the nation needs the labour of these older people more rather than less. We have seen that the large deficit in our balance of external payments represents for the time being an excess of the national consumption over the national production, when both are reckoned at current international prices. Thus an increase in our volume of production is vitally important. We can ill afford in such circumstances to limit the working opportunities for an increasing proportion of the population who are able and willing to work.

"302. The need to utilise our available man-power more fully than hitherto and, as part of this, to retard rather than advance the average age of retirement, has been recognised in official pronouncements. The Economic Survey for 1947 (Cmd. 7046) contained an appeal to the old to remain longer at work which concluded with the following sentence:

"This need to increase the working population is not temporary; it is a permanent feature of our national life.

"If this appeal is to be fully successful, more flexibility in the conditions of employment than exists at present will have to be introduced to meet the special needs of old workers; and that will call for the exercise of imagination by employers and also by trade unionists."

Decisions of other N.E.C. committees, which also met on October 8, included:

Law and Parliamentary

Child Neglect—It was reported that, in accordance with the promise given at Conference, a meeting had been held between representatives of the N.E.C. and the Education Welfare Officers' National Association, to discuss the motion moved by E.W.O.N.A. at the 1948 Conference, urging that the Children and Young Persons Act, 1933, should be amended to require local authorities to make inquiries and take proceedings in cases of child neglect, and its motion at the 1949 Conference deploring the failure of the Home Office to issue regulations under the Children Act, 1948, concerning, in particular, the interchange of information between children officers and educational welfare officers.

In explanation of the first motion, F. G. C. ELWICK, E.W.O.N.A., said that, in his visits to homes to discover why children had not been to school, the educational welfare officer often found cases of neglect, illness, delinquency, handicapped children, and bad home conditions needing attention. But, though he was sometimes able to help by reporting his findings to either local authority or voluntary service, his efforts were often wasted because the local authority was reluctant to prosecute those responsible for the neglect, preferring to refer the cases to the N.S.P.C.C., which was also reluctant to prosecute. E.W.O.N.A., therefore, considered that local authorities should be obliged to take action when a suitable case was reported.

The N.E.C. representatives, P. H. HARROLD and R. EVANS, pointed out that the effect of the resolution would be to force local authorities to prosecute in all cases, whether such action was in the interests of the child or not. Mr. Elwick replied that that was not the intention; all that was intended was to force local authorities to take action to prevent the continuation of child neglect. He added that this point had been raised by Mrs. Ayrton-Gould in a debate

on child welfare in the House of Commons on July 22, and that she proposed to take further opportunities to debate the matter in Parliament. Mr. Harrold suggested that that was a better course than to seek amendment of the 1933 Act, and the E.W.O.N.A. representatives agreed.

On the second point—the 1949 Conference motion—Mr. Elwick complained that there was no liaison between the children officer and the educational welfare officer, and E.W.O.N.A. felt that such liaison should be made compulsory by Home Office regulations. Mr. Harrold

PRIZES for:

Croyde and Cayton Holiday Snaps

Remember that jolly photograph of "Sweet" and "Low" at a Cayton Bay beach party? And "Mild" and "Bitter" feeding the ducks in Croyde village?

Well, they may win you a prize in the "L.G.S." Holiday Snaps Competition. So hunt them out and enter them to-day.

"L.G.S." offers three prizes—of five, three, and two guineas—and an unlimited number of half-guinea consolation prizes for photographs which, in the Editor's opinion, most successfully capture the spirit of the NALGO holiday centres or their surrounding country.

Winning entries will be published in the January "L.G.S." to remind readers of the warm summer days and, incidentally, of the need to book early for the coming season.

There is no entrance fee and few rules: photographs must have been taken at, or near, Croyde or Cayton by a visitor to one of the NALGO holiday centres and must be submitted by the owner and accompanied by a brief description (year, place, subject) and a stamped-addressed envelope for return, if desired.

Enlargements are preferred, but not essential, and negatives should be available on request. Whilst every care will be taken of prints and negatives submitted, they can be accepted only at their owner's risk.

Entries must reach the Editor by December 1, and should be addressed to "L.G.S.," NALGO, 1, York Gate, Regent's Park, London, N.W.1, in an envelope clearly marked "HOLIDAY SNAPS."

replied that NALGO could not support what might develop into an implied attack against one section of membership by another section; liaison between departments of the same local authority was a matter of internal administration and should be easy to settle without Home Office regulations.

Mr. Elwick further suggested that the educational welfare officer should be the liaison officer for all matters relating to the welfare of school children, adding that E.W.O.N.A. had recently convinced the National Joint Council, in regard to salary matters, that this, in effect, was the position to-day. To this, Mr. Harrold replied that it would appear that E.W.O.N.A. was seeking to achieve something which had already largely been achieved. NALGO would, however, bear the point in mind—although it would have to be remembered that other officers were affected and, as he had already explained, the Association could not support one section against another.

Security of Tenure—Both sides of the local government N.J.C. and the joint negotiating committees for clerks and other chief officers

of local authorities have been asked to send representatives to a meeting to discuss "the whole question of an officer's security of tenure." This follows a debate at the Aberdeen Conference, when, in opposing a notice of motion pressing for legislation to provide security of tenure, an N.E.C. spokesman said that there was no prospect of such legislation at present. The N.E.C. hopes to make progress by calling a meeting of all local government joint negotiating bodies concerned.

Public Relations

NALGO Propaganda—A sub-committee appointed to examine the Association's publicity material is planning the publication of a loose-leaf compendium of service conditions information, a new booklet for the guidance of branch officers, and propaganda material directed at the new member and the apathetic member.

"Local Government Service."—A special sub-committee set up to consider improvement of the Journal has recommended that the temporary increase in size to 32 pages, introduced last month, be made permanent, and has proposed changes in content and layout which are likely to come into effect early next year. Further suggested improvements are still under review.

Research Panels—The N.E.C. is to be asked to approve the immediate appointment of panels to provide reports on the following topics:

- (i) The structure and administration of the nationalised and regionalised services;
- (ii) Possible future development of municipal services within existing powers;
- (iii) The personal relationships and contacts between officials and the public; and
- (iv) The future structure and functions of local government.

Three further topics have been referred to the service conditions sub-committee for consideration.

District Schools of Branch Management—After the successful national week-end school of branch management (reported on page 510), district committees are to be urged to organise similar schools in their areas. The experience gained at the prototype school will be passed on to districts and the papers submitted there will be made available as bases for talks or lectures at district level.

Library Centenary, 1950—District committees are to be reminded that next year will be the centenary of the public library service and to be urged to invite branches to co-operate with librarians and libraries' committees in celebrating the occasion.

Education

Scholarships Scheme—In view of the decision of London University—reported in the September "L.G.S."—to restrict entrance for the diploma in public administration to candidates who either occupy a responsible administrative position or who already possess either a degree or other approved qualification, the education sub-committee is to consider the future of the Association's scholarship scheme, which was started primarily to encourage candidates to study for the D.P.A. The effect of the new restrictions will be to debar many members from doing that, so the sub-committee may, therefore, suggest a broadening of the scholarship scheme to encourage members to qualify in subjects appropriate to their departments, or to attend the administrative staff college. At the same time, the education committee is making representations to London University seeking modification of the restrictions.

Since 1933, the scheme has awarded each year 14 scholarships of £30 each to assist students to prepare for a degree or diploma in public administration.

N.E.C. DISCUSSES—

Entrance Exam: Sectional Negotiations: Northern Convalescent Home

THE National Executive Council, meeting on September 24, approved the minutes of the July committee meetings. Amongst the points raised were:

Entrance Examination—A proposal that the Association should refuse to contribute to the cost of administering the proposed examination for entrants to the local government service was rejected. Supporters of the proposal argued that, while it was right that NALGO should bear its share of the expenses of the Whitley Councils, it should not be expected to contribute to the cost of giving effect to the decisions of those Councils. If it contributed to the cost of the entrance examination, there was no logical reason why it should not pay part of the cost of an increase in salaries for local government officers!

On the other side, it was pointed out that, if NALGO refused to share the cost of devising and holding the examination, the employers might question its right to be represented on the board controlling it. The employers had, in fact, already expressed doubt whether staff representatives should sit on the Local Government Examinations Board, but the staff side had secured representation by arguing that the Board was set up under the aegis of the N.J.C. and that educational matters fell within the N.J.C.'s province and should thus be dealt with jointly.

"He who pays the piper calls the tune," quoted one member of the Council, "and if we ask for full weight to be given to our views and at the same time refuse to contribute, we shall put ourselves in a most difficult position. We want more influence on the board, not less!" This argument won the day.

Consultation—Should a member of the N.E.C. who is a member of a particular section of the service be consulted when a committee, of which he is not a member, is engaged in negotiations affecting his professional group? This domestic question came before the Council in relation to the recently agreed scales for engineering assistants. One member, himself an engineering assistant, urged that the Council should avail itself of all the knowledge and experience at its command—yet, although it had contacted outside organisations, it had not brought into the discussion some of its own members who had appropriate professional experience.

Although the chairman of the service conditions committee expressed sympathy with this point of view, he opposed the proposal because it would be unworkable, since it would mean enlarging the committee—already nearly 40 strong—to include practically the whole council. Moreover, the proposal ran counter to the fundamental principle that members of the N.E.C. were elected to represent, not their own professional colleagues, but all the members in their district. But any who were interested in matters coming before committees on which they did not sit could always submit their views.

Water Engineers—The Council agreed to participate in the proposed new joint council to settle the pay and conditions of water engineers and their deputies; and appointed E. A. S. YOUNG the president, G. R. ASHTON and J. H. WARREN general secretary, and J. E. N. DAVIS, chief organisation officer, to the four seats allotted to it. The remaining 16 staff seats will be filled by the Institution of Water Engineers.

The setting up of the new council represents

(Continued at foot of next column)

TRANSPORT NOTES

Nationalisation or No, NALGO Will Press For a Complete Whitley System

DURING the past month there have been two incidents of note in the passenger transport field.

The first was the strong opposition being voiced against the first area scheme proposed by the British Transport Commission, that in the Northern area. NALGO is not concerned with the politics of this controversy. But it has a duty to ensure that, whatever the outcome, its member's interests are fully safeguarded. This it will do in every way open to it.

Whilst it was necessary in other nationalised services to set up a complete new negotiating machine, in the passenger transport industry machinery already exists for almost all grades except the clerical, administrative, professional and technical.

The Association is at present giving consideration to the position of these staffs. As I have said before, their salaries and conditions can no longer be based upon those of manual workers. They must now stand on their own feet, declare that they will no longer permit their conditions of service to be regulated by platform staffs, and demand salaries compatible with officer status.

The way will not be easy. But NALGO will use every endeavour, whether the industry be nationalised or not, to secure the establishment of the most suitable and comprehensive machinery for all transport staffs.

New Executive Chief

The second point of note is the appointment as secretary to the road passenger executive of E. E. KING, O.B.E., town clerk, West Ham,

(Continued from preceding column)

the first stage in the construction of separate machinery for all water staffs called for by the 1948 Conference.

Convalescent Home—The Council approved the principle of opening a convalescent home in the North to serve the needs of Scottish and northern members who cannot easily reach "Knole Lodge," Bournemouth. District committees in the north have been asked to send information about any suitable premises of which they have knowledge. A proposal for the inauguration of a contributory scheme for convalescent home treatment was rejected.

1951 Conference—An invitation to hold the 1951 Conference at Blackpool has been accepted. The 1950 Conference will be at Eastbourne, from June 10–17.

Record of N.E.C. Voting—Conference resolved that "L.G.S." should record the individual voting of members of the Council on "all major issues." To give effect to that decision the Council adopted the following proposal: "That at any stage in a debate it shall be competent for a member to move, or for it to be put from the chair, that the question be regarded as a major issue, whereupon that motion shall immediately be put to the vote, without discussion; and that if by vote the Council resolve that the question be regarded as a major issue, the vote at the end of the discussion shall be by roll call."

Although, on two occasions at the September meeting, members moved that matters be regarded as major issues and a vote taken, the majority voted against, with the result that no votes were recorded.

who will take up his appointment on December 19. Mr. King has acted as secretary of the South West Essex traffic advisory committee, and has had previous experience with local authorities in Lincoln, Wolverhampton, and Colwyn Bay.

Well Done, Midland Red!

Evidence of the enthusiasm and businesslike way in which a comparatively new branch is tackling its new-found trade unionism comes in the following report of the Midland Red Omnibus Company branch:

"The organisation of the administrative, clerical and supervisory staffs of the Midland Red Company has reached an important stage with the establishment of a liaison committee to co-ordinate the five branches set up to cover the company's area.

"The liaison committee, which is composed of representatives of all grades, has already met and will shortly consider important questions concerning service conditions. Latest reports show that well over 600 members have been enrolled, and there is no doubt that the closer working arrangements which are now possible through the liaison committee will greatly stimulate enthusiasm and materially assist in achieving the aim of 100 per cent. membership among eligible staffs."

This is most refreshing and, indeed, invigorating and reflects the spirit which is now most desirable among all transport members. Thank you, Midland Red!

The Trent Motor Traction branch is also keen and has asked that "L.G.S." should devote a page to transport service notes each month. Again, I am most appreciative of the interest displayed but should myself prefer not to be tied to a fixed amount of space. This month, for example, I do not need a whole page but there may be months when two pages would be insufficient. Under the present arrangement I am free to ask for as much space as my news warrants.

Appeals Procedure

Many inquiries have been made as to the proper procedure for appeals against grading under the new interim agreement for staffs of the docks and inland waterways executive.

There is no appeals machinery—at least, not in the Whitley sense—but we have an agreement with the executive that appeals may be submitted—first, through the Association's district officer to the executive's divisional waterways officer, and, in the event of agreement not being reached there, to the executive's Headquarters.

Road Haulage Representation

I have nothing new to report on the position in the road haulage field. When this journal went to press, discussions were being held between the leaders of the unions claiming the right to represent road haulage staffs on the future joint council. Whilst I appreciate the feelings of members, there is nothing more which can wisely be said now, since any statement might have an embarrassing effect on the negotiations. Members will be acquainted with the facts of the case when the time is opportune. In the meantime, I would ask all concerned to maintain the spirit which they have displayed heretofore—a spirit of which there has been ample evidence in the many letters received recently recording resolutions of confidence in NALGO.

GAS SERVICE NOTES

By L. A. GARRATT

Bargaining Machinery and National Standards Both Now in Sight

MEMBERS will be glad to know that, after many weeks of negotiation, the establishment of a system of joint negotiating councils for staff in the gas industry is now in sight.

The constitutions of the national and area bodies are approaching settlement by representatives of the staff and the Gas Council and, although the staff's resolution to accept only such provisions as will ensure a smooth-running and efficient machine may yet incur further slight delays, it is hoped that, by the time these words are read, little will remain to be done before the constitutions can be placed for signature before the parties concerned.

As soon as final agreement is reached, full information will be sent to branches. The staff representatives are already negotiating for a constitution for local joint staff committees to be added to those for the national and area bodies.

Salaries and Sick Pay

To many readers it may seem like putting the cart before the horse to begin bargaining for scales and conditions before firmly establishing a national negotiating council. But that is, in fact, being done.

Whilst the responsibility for the delay in setting up such a national council must, to a major degree, lie with the employers, they may certainly be said to be getting down to business in the consideration of new standards. They have now submitted national salary and sick pay schemes for clerical, administrative, professional, and technical staffs and, although there is little doubt that these schemes will be the subject of much negotiation, one thing is certain—gas staffs have at last won recognition of the principle of national scales. This is in accordance with NALGO policy, and both staff and employers are to be commended for their far-sighted attempt to right anomalies existing under regional agreements by a new settlement on national lines.

The staff representatives have appointed a committee to examine the proposals. The sick pay scheme appears to be reasonable and to require only minor adjustments to meet the staff view of what is adequate for the nationalised industry. Negotiations on the salary scheme are continuing.

Outlook for Senior Officers

After six months of nationalisation, gas staffs are doubtless comparing the present relationship between them and their employers with that existing before vesting day. A little thought will make it evident that they are largely at the mercy of the area board since there is, in effect, only one employer in the industry and, after years of specialist work in that industry, an officer is not likely to find it easy to secure a post of similar value in another sphere.

No doubt there are many senior officers who consider that they have no need for an organisation to protect their interests and negotiate with the employers on their behalf. That idea should be dispelled at once. True, senior officers have had little cause to complain up to the present, but, when one examines the salaries now being offered in many instances, one is led to the conclusion that they are showing a trend which requires careful watching.

There is an undeniable need for negotiating machinery for senior staffs to-day, and although the Gas Council is under a statutory obligation

to provide it, it has, as yet, shown no eagerness to do so. Officers in senior posts should realise the necessity of belonging to an organisation able to protect their interests. NALGO is such an organisation.

Consultative Committees

Most districts have now established a gas consultative committee in accordance with the prototype constitution approved by the National Executive Council. Some, however, are finding it difficult to accord adequate representation to gas members, mainly on account of geographical conditions and the large number of small undertakings existing in their areas.

But, since it is essential that NALGO's future representatives on the national and area joint councils should have a complete system of consultative committees to feed them with information and views when the need arises, the N.E.C.'s service conditions committee has recommended that, although the present constitution should be regarded as the standard model, where there is difficulty in

obtaining adequate representation, the district may submit variations of it to Headquarters for approval. This should allow committees to be formed for all areas without further delay and permit the early establishment of a national consultative committee to advise the N.E.C. on problems affecting gas members. The constitutions may then be revised in twelve months' time.

Compensation Regulations

The NALGO deputation—consisting of P. H. HARROLD, the Association's honorary solicitor, W. C. ANDERSON, legal officer, J. E. N. DAVIS, chief organisation officer, and myself—met the Right Hon. HUGH GAITSKELL, Minister of Fuel and Power, on September 21, to discuss the draft Gas (Staff Compensation) Regulations.

Since those regulations are still *sub judice*, I cannot publish particulars of them or of the interview. Suffice it to say, however, that Mr. Gaitskell promised to give careful consideration to the points raised and, so far as the Association's principal objection was concerned, agreed that the suggested re-wording should be incorporated in the final draft. The staff representatives were ably advised by Mr. Anderson, whose experience in the compensation of local government, electricity, health, and other staffs has proved of the utmost value.

ELECTRICITY SERVICE NOTES

By L. G. MOSER

NALGO Stakes Claim to Seats on Joint Council for Managerial Grades

PROGRESS towards the formation of negotiating machinery for "managerial" grades—the "Fourth Leg" of the electricity set-up—has been more rapid recently, although definite decisions have not yet been reached.

Early in October, a communication from the British Electricity Authority gave the impression that an agreement was about to be signed with the Association of Managerial Electrical Executives as the sole representatives of the staff. Representations were immediately made on behalf of NALGO and the Electrical Power Engineers' Association as a result of which our two Associations were invited to produce details of membership in certain grades likely to be included in the "Fourth Leg" so that our claims might be considered before the agreement was signed. The production of this information at short notice called for much hurried work between Headquarters, district offices, and branches, but, as a result NALGO has been able to submit figures showing that it has in membership the majority of the administrative and professional staff concerned. In addition, NALGO has many members among the technical engineering staff, but since these are also members of the E.P.E.A. or the A.M.E.E., the Association does not claim to represent them for negotiating purposes.

There are many ways in which this difficult problem might be settled, but whatever is eventually decided, I cannot believe that the B.E.A. (or anyone else) will want to exclude from any negotiating body an association which obviously represents a large proportion of the staff with which the machinery will be concerned. My advice to those people in the senior administrative and professional posts who are known to be awaiting developments before joining any association, is to delay no longer, but to follow the lead of the majority of their colleagues, many of whom have been members of NALGO for years and know the value of the service it gives.

Overtime

The staff side was able to initiate another discussion on unpaid overtime at the September

National Joint Council. No. 7 (Midlands) District Joint Council had submitted a recommendation that overtime payments should be extended to all employees with a salary of less than £500. The staff side again emphasised the anomalies which were occurring and referred to complaints that some staff were being expected to work considerable and continued overtime without payment. It was suggested, therefore, that, to make it possible for the problem to be considered objectively, information should be called for from the electricity boards to determine just how much overtime was being worked. The Boards' members opposed the suggestion, however, and the staff representatives withdrew to enable the two sides to discuss the matter separately (a very rare occurrence on our Council!). When the staff side returned, the Boards' members signified that, whilst systematic overtime was to be deplored, a certain amount of late work had been unavoidable since vesting day, and that they felt that any information collected now would not be a guide to future conditions. Despite continued pressure, the staff side was unable to secure any alteration of the earlier decision. As far as the N.J.C. is concerned, therefore, the agreement remains to defer discussion of the principles involved until the negotiations for the permanent agreement take place.

The Final Agreement

Electricity members will recall that, at the May meeting of the National Joint Council, the electricity boards were invited to "examine and make preliminary observations on the form of the permanent agreement and to assist in the submission of appropriate information." This report was due at the end of last month, in time to allow the National Consultative Committee to consider it at its meeting this month and to decide on the approach to be made. Discussions through the negotiating committee of the National Council are expected to begin immediately, and every endeavour will be made to complete negotiations early next year. I feel that our target should be to reach agreement at the January N.J.C. meeting

if we possibly can, so that the bulk of the permanent gradings can be made known in April.

It was, in fact, largely because of this procedure, agreed with the electricity boards in May, that the National Consultative Committee found difficulty in following implicitly the terms of the resolution passed at Conference. This called upon the committee "to formulate a service conditions and wages policy . . . and to submit this policy to district electricity consultative committees and to electricity branches for discussion before concluding a permanent agreement."

Apart from the possible disadvantages of such a procedure at any time (and it is a subject which has been debated often in the past and will no doubt be debated again) the National Committee realised that, however speedily district consultative committees and branches discussed the proposals, there must inevitably be some delay, and the negotiations would certainly not be able to start within a week or two of the November meeting, as is now hoped. It was in the minds of many who had the responsibility of making a decision in these difficult circumstances, that, not only was there an almost universal desire to get the agreement at the earliest possible moment, but also, that general economic trends (which we cannot ignore) made speed of vital importance.



"Owing to a typist's slip, the treasurer's figure was incorrectly shown."

The National Committee accordingly reported on the resolution to the National Executive Council that:

The suggested procedure is impracticable, would cause considerable delay, and would have detrimental effects upon the negotiations;

The position should be explained immediately to the district consultative committees; and District consultative committees should be reminded of their function to make recommendations to the National Committee at any time on any salaries and service conditions matters, and that their co-operation in this respect be particularly sought during the next few months.

Before waiting for the approval of the N.E.C., the National Committee took the district consultative committees into its confidence and on August 4 sent them a detailed report on which their observations were invited. So far, nine of the Committees have endorsed the views of the National Committee, while two (South Western and North Eastern) have stated that, in their opinion, the Conference resolution should be implemented.

This overwhelming support no doubt

(Continued at foot of next column)

HEALTH SERVICE NOTES

By G. W. PHILLIPS

Higher Salaries and Nine Months' Back Pay for Midwives and Mental Nurses

THE revised scales of salaries for mental nurses and institutional midwives mentioned in my notes last month have now been published. They are retrospective to February 1, 1949, and are inclusive—that is, the whole salary is assessable for income tax. Gross increases in annual cash salary are between £114 and £145 at the maxima of the grades covered, but the net increases will be smaller after income tax has been deducted as from July 1 last. The details are:

A. For qualified mental nurses, with mental qualification and with or without general qualification, employed in mental hospitals and mental deficiency institutions:

| | Annual Salary | | Deduction* |
|--|------------------|------------------|------------|
| | Men | Women | |
| Staff Nurse .. | £345 × 12½ — 445 | £335 × 12½ — 435 | £120 |
| Deputy Charge Nurse or Deputy Ward Sister .. | £385 × 12½ — 485 | £375 × 12½ — 475 | £120 |
| Charge Nurse or Ward Sister .. | £405 × 15 — 510 | £395 × 15 — 500 | £130 |
| | × 10 — 520 | × 20 — 520 | |

The question of additional allowances for nurses holding double qualifications will be considered later by the Whitley Council.

B. For qualified midwives, holding S.C.M. only, or S.C.M. and R.S.C.N., or S.C.M. and S.R.N., employed in maternity hospitals and homes, and in maternity units or wards of other hospitals:

| | Annual Salary | Deduction* |
|------------------|------------------|------------|
| Staff Midwife | £335 × 12½ — 435 | £120 |
| Midwifery Sister | £395 × 15 — 500 | £130 |
| | × 20 — 520 | |

* Note: This deduction, applicable to resident staff only, is for board and lodging, personal laundry and the use and laundering of uniform. Non-residents will be required to pay £20 for meals when on duty and the use and laundering of uniform, or £5 for use and laundering of uniform only.

Rates of pay for part-time mental nurses and midwives in these grades are still being considered, and in the meantime such staff will continue to receive their present hourly rates. Also under consideration is the revision of salaries for grades above ward sister, charge nurse, and midwifery sister; all grades serving

in sanatoria and fever hospitals; and mental nursing assistants.

This is some of the information contained in N.M.C. No. 4 which, with N.M.C. No. 3, has been circulated to health branches through the district offices. Other matters dealt with in the two circulars include: payment to part-time enrolled assistant nurses, staff nurses, and ward sisters; definition of "general" hospitals; incremental date; charges to non-residents; payment of nurses who have left hospital; and service allowances to midwives.

Other Salary Agreements—Salaries for deputy secretaries of Boards of Governors of teaching hospitals, salaries and service conditions of hospital engineers and dental technicians, and

Protecting your Interests

ALTHOUGH the General Whitley Council for the National Health Service has not yet agreed to the establishment of disputes machinery at regional level, the Association's district staff can safeguard members' interests by direct representation to hospital management committees and regional hospital boards.

A recent example of successful representation occurred when an assistant district officer appeared before a special committee of a regional hospital board to appeal against the decision of a hospital management committee to dismiss a matron on the grounds of not co-operating and refusing to comply with her list of duties. After a long and thorough hearing, at which the management committee was represented by its secretary, the regional hospital board agreed to recommend that the dismissal notice should be withdrawn, and that the matron be given four months in which to submit her resignation. Moreover, the chairman of the regional board undertook to obtain a suitable alternative appointment for the matron in another hospital management committee area.

Discussions are still continuing at General Council level on the setting up of regional appeals machinery and district consultative committees. This is proving a difficult problem, but it is hoped that the differences between the two sides will soon be satisfactorily settled.

service conditions for medical laboratory technicians, have all been agreed. Details will be published as soon as the official documents have been issued.

National Consultative Committee—The first meeting of the National Consultative Committee for Health Staffs will be held at Headquarters on November 19.

District Consultative Committees—The National Executive Council has decided that its recommended constitution for district consultative committees should be regarded as a model to which minor changes might be made. Such alterations made necessary by local conditions should be submitted to Headquarters.

Devaluation Effect

The effect of devaluation is already being felt in negotiations for health staffs. There is now a marked disinclination on the part of the management sides of negotiating bodies to agree to improvements in the present salary scales and conditions of service.

While general increases in salaries are severely frowned upon, however, branches can still look at individual gradings and use the interim appeals machinery where necessary.

(Continued from preceding column)

weighed heavily with the service conditions and organisation committee when it approved the National Committee's recommendations at its meeting on October 8. Incidentally, some of the district consultative committees did not reply until early October, and three had not done so when these notes were written—a fact indicative of the delay to be expected from consultation.

Districts and branches have responded well to the invitation to submit recommendations and I hope that still more will have done so before the National Committee meets this month. There may be some differences of opinion as to procedure, but it is the general wish that all should play a part in gaining the common objective—which is the best possible final agreement.

Demarcation Problems

There is, unfortunately, nothing more to report on these difficult questions. They are, however, under active consideration and those concerned can be assured that their interests are being carefully watched. Members who read the "Electrical Power Engineer" may be misled by the report on "Demarcation Grades" in its October issue. The letter referred to there has, of course, been superseded by the agreements reached in August, and the position remains as stated in "Electricity Notes" in September.

New Scales for Clerks: £500-£3,500 a Year Based on Population

WHEN the National Joint Council for the local government service was reconstituted in 1945, the associations of local authorities insisted that all clerks, together with chief accountants, treasurers, chief education officers, and architects, should be excluded from its purview, together with other officers with salaries above £700 a year. Later, the salary limit for other officers was raised to £1,000, but the exclusion of clerks and the other chief officers mentioned remained, and the determination of their salaries was left to individual negotiation between each officer and his employing authority.

But it was soon recognised that the absence of any national negotiating machinery for these officers created a "chaotic and difficult position," and, last year, the Association of Municipal Corporations, the Urban District Councils' Association, the Rural District Councils' Association, and the Metropolitan Boroughs' Standing Joint Committee agreed to set up a joint Negotiating Committee for Town Clerks and District Council Clerks, the staff side of which consists of representatives of the Society of Town Clerks, the Society of Clerks of Urban District Councils, and the Local Government Clerks' Association. NALGO is not represented.

County Clerks Excepted

The County Councils' Association declined to join this body, preferring to conduct its negotiations with county clerks separately; but it appointed two non-voting representatives to maintain liaison with the joint committee.

A second negotiating committee was established to determine salaries and conditions for the other chief officers excluded from the Charter, but it has not yet reported.

A preamble to the report of the clerks' committee explains some of the difficulties encountered. From this, it would appear that the committee favoured general scales for all classes of local authorities, rather than separate scales for those employed by different classes. It evidently decided to use population as the main yardstick of responsibility; but it found that responsibility varied even between authorities of similar size. In addition, there were variations in local conditions—for example, "areas in and near London where expenses are usually higher, holiday resorts

and inland spas in which there are large seasonal influxes of visitors, areas in which the clerk holds the additional office of chief financial officer, or other appointments with his authority, and areas (especially in the lower population categories) where a legally qualified clerk is employed."

Ranges Lend Flexibility

To meet these difficulties, the committee hit upon the ingenious idea of salary scales within ranges which, it believes, will provide sufficient flexibility to enable local authorities to take all these factors into account. Examination of the scales will show how the device will work. Thus, for an area with a population of between 5,000 and 10,000 the salary ranges are £700-£850 minimum and £850-£1,000 maximum, and there is provision for three increments of £50. An authority may give its clerk a commencing salary at any point between £700-£850, and his maximum will then fall between £850 and £1,000. His actual range may, therefore, be £700×£50-£850; or £750×£50-£900; or £800×£50-£950; or £850×£50-£1,000.

In reaching its conclusions, the committee, the preamble states, had the present economic situation and Government wages policy in mind but was of the opinion that "in view of the need to secure a reasonable measure of uniformity in this important matter, of the fact that the present salaries of a large proportion of the officers concerned are inconsistent with existing conditions, and of the further fact that many authorities have refrained from dealing with their clerks' salaries pending the appearance of this report," it was justified in circulating it for the immediate information of authorities.

No agreement has yet been reached on the date on which the salary recommendations should be generally adopted, but a further meeting to consider that will be held this year. In the meantime, local authorities are advised to consider immediately, with effect from April 1, 1949, the cases of clerks who are now within five years of pensionable age. They are also at liberty to make such reasonable adjustments as local circumstances may require, with effect from April 1, 1949, except where a resolution has been passed at an earlier date.



"Tell me if this hurts!"

A "no detriment" clause provides that a clerk enjoying terms better than those recommended shall not be prejudiced in any way.

A date has, however, been fixed for adoption of the conditions of service, and these came into effect on October 1.

They provide that the clerk shall be the chief executive and administrative officer of the council, responsible for co-ordinating the whole of its work, devoting his whole-time service to that work, and not engaging in any other business or taking up any other appointment without its consent. He may, however, retain personal fees received for such of the duties of returning officer, registration officer, or designated officer as he may perform, subject to the payment of appropriate superannuation contributions upon them. He may also retain the salary of clerk of the peace, if so appointed, and, unless the council resolves otherwise, may take article clerks and retain any fees received. Any other fees received apart from these he must pay into the rate fund.

Duties Defined

The clerk's duties, the conditions provide, include the convening of all meetings of the council and its committees; the preparation of minutes and reports; advising the council and its committees; advising the mayor or chairman of the council on the duties of his office; the conduct of official correspondence with Government departments and public boards; the supervision of ceremonies and all major negotiations; and the conduct of all important inquiries. In addition he must, if so required by the council, undertake, without additional remuneration, all its legal work which he is professionally qualified to perform.

He is entitled to a minimum of four weeks' annual leave.

Sick pay allowances follow exactly those laid down in the "Charter."

No provision is made for appeals, but it is stated that, in any case of difficulty between an authority and its clerk, submitted with the joint agreement of the parties, the authorities' side of the negotiating committee would be willing to act as a committee of inquiry and submit evidence to the local authority concerned.

SALARY SCALE FOR CLERKS

| Population | Salary Ranges | | Annual Increments | NOTES |
|--------------|---------------|-------------|---------------------|---|
| (1) | (2) | (3) | (4) | |
| | £ | £ | | |
| Under 5,000 | 500-650 | 650-800 | 3 of £50 | In applying the salary ranges, a local authority within a population group set out in column 1 shall pay its clerk a salary commencing at a figure within the limits indicated in column 2 and proceeding to a maximum within the limits indicated in column 3, by annual increments of the number and value set out in column 4. In deciding the position of its clerk within these ranges, the authority should have regard to his length of service and to the factors mentioned in the preamble—e.g. the differing conditions of London and provincial areas, holiday resorts, whether the clerk is also chief financial officer, and whether the clerk (especially in a small authority) has a legal qualification. |
| 5/10,000 | 700-850 | 850-1,000 | 3 of £50 | |
| 10/15,000 | 800-1,000 | 1,000-1,200 | 4 of £50 | |
| 15/20,000 | 1,000-1,200 | 1,200-1,400 | 4 of £50 | |
| 20/30,000 | 1,150-1,350 | 1,350-1,550 | 4 of £50 | |
| 30/45,000 | 1,350-1,550 | 1,550-1,750 | 4 of £50 | |
| 45/60,000 | 1,500-1,750 | 1,750-2,000 | 5 of £50 | |
| 60/75,000 | 1,750-2,000 | 2,000-2,250 | 2 of £100, 1 of £50 | |
| 75/100,000 | 2,000-2,250 | 2,250-2,500 | 2 of £100, 1 of £50 | |
| 100/150,000 | 2,250-2,500 | 2,500-2,750 | 2 of £100, 1 of £50 | |
| 150/250,000 | 2,500-2,750 | 2,750-3,000 | 2 of £100, 1 of £50 | |
| 250/400,000 | 2,750-3,000 | 3,000-3,250 | 2 of £100, 1 of £50 | |
| 400/600,000 | 3,000-3,250 | 3,250-3,500 | 2 of £100, 1 of £50 | |
| Over 600,000 | At discretion | | | |

READERS' FORUM

Promotion Exam "Moaners" Assailed : Salaries Again

SINCE coming out of the Army just over three years ago, one of the few relaxations I permit myself is reading the correspondence columns of "L.G.S." A substantial proportion of letters is on the general division and examination qualifications, and emanates, it seems, from a hard-core of moaners, whiners, and snivelers, all putting forward the argument that they should be singled out for promotion or higher grading, whilst producing no tangible evidence of their worthiness in return.

I am in my late thirties; married, with two lively children; troubled by the usual housing problem; not at all brainy; stubborn.

In the three years since release, I have obtained the London D.P.A. and am well on the road (I hope) to the LL.B. This was achieved by studying:

- (a) after everyone else was asleep;
- (b) behind the locked door of the lavatory when the children were particularly distracting;
- (c) up a tall tree where one can be out of sight of all people likely to afford distraction;
- (d) in spite of evening meetings of my authority, held very frequently; and
- (e) any and everywhere, at all reasonable and unreasonable times.

I am now comfortably ensconced in a very well graded deputyship.

I wish the authors of these dreary and plaintive missives the best of luck. By diverting their energies to such channels, they are leaving the top clearer for me and my contemporaries.

"RESURGAM."

Danger of Relaxation

I HAVE read, with interest, the article by "Critic" on the promotion examination, and conclude that NALGO is becoming more interested in clerical staff and less in professional staff.

The article may be summed up as saying: "General division members are not interested in promotion, for which they have to work, so we must make it easier for them, or let them be promoted without qualification."

Can it fairly be said that the examination is a hardship when officers aged between 30 and 34, who have normally forgotten about studies, can and do pass it? Is not this the age when promotion is really wanted as a stepping stone upwards and onwards; when, in business, one would expect the "boss" to say: "Get on or get out"? If a man over 30 has still to do work "in accordance with well defined instructions and regulations" and be paid at the top of the scale, he has outlived his worth and a younger and lower-salaried person could take his place.

We are told, on one hand, that passing the examination gives no guarantee of promotion, and, on the other, that there are many more vacancies than officers passing. These two statements conflict. There may be no guarantee; neither is there any guarantee for the professional or technical man after passing his final examination—but that does not deter him from taking such examinations. "No," says "Critic" in effect: "We must lower the standard, because the examiners say that persons taking the examination cannot even read their instructions, let alone work a thing out for themselves. And if we cannot lower the standard, because we ought to be able to do better, let us press for the promotion examination to qualify us right up the scales. We are paid pretty well in the clerical and higher clerical divisions, which we can reach without any examination, so to gain any

financial advantage we must bring it up to Grade IV. Good!—right up to the professionals!"

Well, I would rather take the promotion examination than have to take two professional examinations, and obtain six years' experience after qualification to reach Grade IV, as men in my profession must do!

NALGO members should remember that, if they cannot accept the promotion examina-

Letters for the December journal must reach the Editor, 1, York Gate, Regent's Park, London, N.W.1, by Monday, November 14. Please keep them short and type them if you can—double spaced and on one side only.

tion, then they cannot expect employers to maintain the grades. There is the danger. It is up to NALGO and general division members to see that this does not happen. Act, "Swot," and Sit.

RONALD F. SHAPTER.

Sanitary Inspector's Office,
Queen Victoria Road, High Wycombe.

Electricity Wants One, Too

THE success of American industry is founded on the sound basis that those in administrative positions must know the business from beginning to end, be able to give advice and assistance at any level, and administer efficiently—in other words, know their jobs. In British industry, too, the staff who have grown up with the business are best fitted to fill vacancies; but if the best are to be selected, it is essential to have an examination bar for the general division, to prove the competence of the individual to qualify for promotion.

The examination should be set, not by a professional body, but by the employing authority which knows best the standard required. The syllabus should be limited to the "business of the undertaking," and competition limited to staff within it, for it is the knowledge that promotion is possible from the ranks that creates incentive and whets the appetite to persevere and make the grade.

Successful candidates should be short-listed on attaining the age of 30 and the salaries of the younger members should be adjusted so that the maximum of the General Division is reached at this age instead of at 32.

For the electricity supply industry, I suggest that the British Electricity Authority and its area boards should be asked to set up a competent examining department, conversant with the standard required of a general division clerk seeking promotion and that NALGO, as a trade union, should be content to arbitrate on behalf of its members and ensure that the terms and conditions of service, to which they have been a party, are fully implemented.

R. A. PARSONS, A.I.A.C.

25, St. Anne's Road, Newquay.

PAY PACKETS TODAY**"Grounds for Complaint"**

THE last paragraph of your October editorial, "Retort to the Critics" intrigues me. Under the heading, "Little Ground for Complaint," you say that, since 1939, individual incomes of the main body of local government officers have increased between 60 and 100 per cent. and imply that we have not done so badly.

I believe it can be computed that £1 today will buy only the equivalent of 10s. worth of goods and services at 1939 prices. If that be so, then even those who have had increases of 100 per cent. have been no more than compensated for the increased cost of living. Can it be said that, in 1939, local government

officers were adequately paid? If they were inadequately paid then, they must be inadequately paid today, notwithstanding the increases.

This wage "freezing" would be all very well if the cost of living remained steady, and if other trade unions could influence their members to accept their pledge of support for the government's policy. In fact, since the White Paper was published, many workers have received increases which have vitally affected the cost of living. It is absurd that the N.E.C. should be so docile to government policy, when others have failed to keep their part of the bargain.

Glasgow branch put forward a motion at Conference expressing dissatisfaction with the failure of the N.E.C. to implement the instruction of the 1948 Conference "to begin at once a campaign for rates of pay at least equal to those paid by major banks and insurance companies." In support of its argument against this, the N.E.C. quoted figures pertaining to the lower paid banks and insurance staffs.

If the N.E.C. thinks we are adequately paid, let it say so, then we can determine our future action.

J. A. GALBRAITH.

29, Elizabeth Street,
Glasgow, S.W.1.

NALGO does not consider that all local government officers were adequately paid in 1939; had they been, the improvements gained since would have more than compensated for the increased cost of living. Nor does it consider that they are adequately paid to-day. But the White Paper on Personal Incomes, Costs, and Prices, laying it down that "there is no justification for any general increase in individual money incomes" is a brick wall against which we cannot hope materially to improve general standards. Economic conditions have worsened since it was issued, and not even the most ardent cricketer expects to score runs in a snowstorm. But that does not rule out the adjustment of anomalies and removal of individual hardships.

The position, however, is not as bad as Mr. Galbraith paints it. According to the "Ministry of Labour Gazette," rates of wages generally have risen by 4 per cent. since the White Paper was issued in February, 1948. On a wage of £5 a week, that is equivalent to 4s. a week. But most local government officers who were earning £5 a week in February, 1948, will have since had one or two increments, equivalent to increases of 5s. 9d. or 11s. 6d. a week.

CHIEF OFFICERS IN NALGO**"Conflicts Inevitable"**

YOU have put the case very persuasively for the chief officer. Is it asking too much that the other side be allowed the same liberty?

I think it would be an injustice to accuse principal officers of conflicts of loyalty. Their first, second, and last duty is to their employing committees, and I do not think that any of them ever forgets it. Bearing this in mind, it seems obvious that, when a branch makes a decision which a member, because of his position, cannot accept wholeheartedly, that branch is having a certain amount of its collective strength drained from it. Let me give you an instance.

A principal officer, who was on the local joint committee, said to a colleague that he was glad that he could not attend a certain meeting because a case that might cause him embarrassment was coming up. In thus confessing his dilemma, he was tacitly admitting that his branch was not getting the 100 per cent. service from him to which it was entitled.

I am sure that a principal officer must, time and again, be in such a position.

This, of course, is not the result of original sin. It is the result of trying to bridge the unbridgeable. The principal, in effect, is an employer, and he must have the employers' attitude. He cannot help it.

But there is more to the problem than this. Whether we like it or not, principal officers have a habit of carrying their departmental importance and standing into NALGO affairs and, conversely, also, habits of deference on the part of their staffs find their way into branch life. Only the brave or foolhardy will risk the possible odium of opposing his chief for high office. That, surely, is the reason why the N.E.C. is overloaded with principal officers. Some may think this good for the health of NALGO, but I cannot help wishing for a leavening of moderately remunerated members—say under £450 a year—to keep the N.E.C.'s nose closer to the ground on wages and service conditions.

The real strength of an organisation lies in the identity of interests of its members and not in the presumed influential bargaining position of certain leading officers. It is significant that, in your catalogue of the services rendered to NALGO by the chief officer, you cite precisely those which have been of inestimable benefit to chief officers themselves.

Today, all the signs point towards another post war slump. Business is declining and calls are arising on every side for economies in national and local expenditure. We in NALGO cannot hope to remain immune from the gathering storm. It will need complete unity and the most skilled and resolute leadership to steer NALGO through the coming crisis without shipwreck.

Are our chief officer leaders aware of the dangers ahead and, if so, are they preparing for them? Judging from the platform pronouncements at Aberdeen, I would say no.

The old chief officer leadership may have been all right in an earlier age of paternalism, when privileges could be picked by the favoured few, but we are entering upon an age of the utmost stress, where a different strategy is needed, born of the bed-rock unity of closely interwoven interests. And it is precisely as this need becomes crystallised that voices are raised saying, "No man can serve two masters." As the force of regression intensifies, the man at the top will be compelled to put on the screw. Can he resist it?

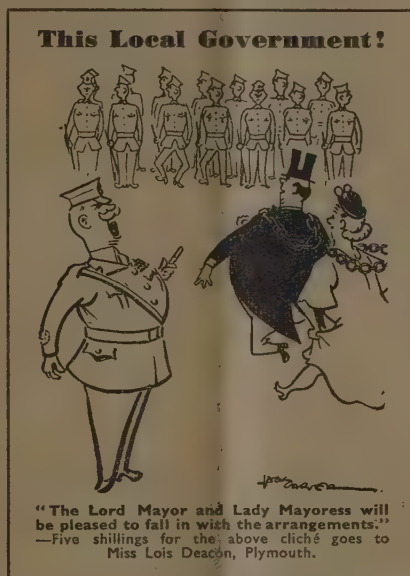
This is the dilemma of the chief officer. It is all very well to say, "Let us talk no more of 'conflicts of loyalty.'" Realities cannot be exorcised by wishful thinking. They can only be slurred over. And, when the times ripen, as they certainly will, these realities may come back and hit us hard.

"RANKER."

Is the N.E.C. "overloaded with principal officers"? Of its 12 members, six only are local authority clerks, one of a rural district, one of an urban district, one of a metropolitan borough, one of a county borough, one of a county council, and one of a Scottish burgh, while a further four are chief officers—three of them in small authorities—in the accepted sense. And are rank and file members really so spineless that they dare not risk the "possible odium of opposing their chiefs for high office"? The fact that the remaining 62 N.E.C. members are themselves of the rank and file disproves the assertion. Certainly, some have risen fairly high in the ranks. The Association wants the best men it can find to direct its affairs and undertake its negotiations. Is it not more likely to find such men among those who have done well in their official jobs, than among those who have not?

"DULY AUTHORISED OFFICERS" A National Association

DURING the past few months you have noted in "A NALGO Diary" the progress of the Middlesex Association of Authorised Officers. The Association held an open meeting at Church House, Westminster, on October 11, to discuss the formation of a National Association. Representatives from



all the counties and county boroughs within fifty miles of London attended and Oxford, Oxfordshire, Portsmouth, and Glamorgan were also represented. D.A.O.s from more than 60 per cent. of the authorities in England and Wales had already written to support the formation of a national body to represent their professional and vocational interests.

With only one dissident, the meeting resolved that a National Association be formed, and appointed a working committee to formulate rules and constitution and to contact the liaison officers who had offered their services throughout the country. The working committee, which consists of one member from each authority represented at the open meeting, has power to co-opt members and would welcome the attendance of representatives from any other authority; it held its first meeting on October 22. So that it may obtain the views of D.A.O.s on a national scale, it would welcome any inquiry or information, for incorporation in a report for presentation to a further open meeting at which, it is hoped, the National Association will be established.

W. H. A. WESTON.
Honorary Secretary.

17, Regina Road
Ealing, W.13.

CENTRALISED ADMINISTRATION "Greater Skill Needed"

WHILST agreeing with D. T. Veall's plea, in his article in the October "L.G.S." that we should strive to mould local government into a more efficient service, I dispute his assumption that, if major decisions are to be taken in London (i.e. centrally) and not locally, there will be a call for less skilled and therefore lower salaried officers. My experience conflicts with this.

On July 5, 1948, I was transferred from a borough to a county council. All major decisions are made for me; all I have to do is implement them. The trouble is that they are made centrally by people with little or no local

knowledge. Many disregard existing conditions; many can be read in two or three ways; many necessitate careful cross-questioning of the originators, to discover the underlying idea. The work, in fact, calls for more, not less, skill.

I am not surprised that I feel frustrated and exasperated. I am becoming a bureaucratic machine—something that eight years in a borough council and six years in the R.A.F. failed to make me.

"EX-P.H.D."

GAS SERVICE CLERKS

"No Restrictive Practices"

"STATUS QUO" who complains in the October journal that, although an "office worker," he is expected to move gas cookers from delivery van to shop, seems to have a queer impression of his duties as a member of the community.

The less we see of such restrictive practices as he advocates, the better for us all. Would he reduce the local government service to the level of the bricklayer who calls a carpenter to knock in a nail? No, "Status Quo," lend a hand whenever you can! Your new jacket will not get any dirtier on a gas stove than on a duplicating machine—and if you are really worried, you can take it off.

L. E. WRIGHT.

11, Winchelsea Drive,
Chelmsford.

"Legally Shop Assistants"

THOUGH I agree that "Status Quo" should not be expected to carry out duties normally given to "shop porters," I consider that it is no imposition for him to be called a "shop assistant." Gas and electricity showrooms, in which retail trade or business is carried on, are shops within the definition of the Shops Act, 1912, and persons employed in them may be classed as "shop assistants" if they are wholly or mainly employed in serving or facilitating the serving of customers or in receiving, ordering, or despatching goods.

In fact, people employed, like "Status Quo," in gas and electricity showrooms, are in a better position legally than their colleagues in government and local government service, since their welfare and comfort are protected by statute.

S. F. TITTERTON.

Town Clerk's Office,
Kettering, Northants.

COMMUNISTS IN NALGO

"Dangerous Discrimination"

LINDSEY suggests in the October journal that all Communists and "fellow travellers" should be banned from holding office in NALGO. When I joined the Association, six months ago, there were no members, or prospect of members, at the Mid-Sussex Hospital Management Committee and Cuckfield Hospital offices. Today, there is a membership of 14 out of 22 previously unorganised office-workers, largely due to the work of myself, a Communist.

Is it in order that a member who has played a strong part in the formation of a new health services branch should be blacklisted for no other reason than that of his being of a political persuasion which is almost completely denied a hearing by its opponents, which believes first and foremost in the old slogan "100 Per Cent Trade Unionist—all departments," and which strives to put that slogan into effect?

If it is, then we are indeed "supping with the devil," and must needs use a very long spoon—for the dangers of such discrimination are cumulative and all-pervasive. Office workers are going to need every scrap of unity.

KEN GEERING.

c/o 37, Triangle Road,
Haywards Heath, Sussex.

A NALGO DIARY

by "ABINGDON"

Planning a London Jubilee : Two New N.E.C. Members : Diaries and Christmas Cards Ready

NALGO's Metropolitan district public relations sub-committee which, as I reported in June, submitted to the Metropolitan Boroughs' Standing Joint Committee an ambitious list of ideas for celebrating the jubilee of the creation of metropolitan boroughs next year, has now been invited to join in the work of putting its own proposals—and others—into effect.

Its chairman, L. G. SIRETT, Hendon, together with three of its members, A. COCKRAM, Hackney, G. W. HERRICK, Kensington, and R. C. VERNON, Wandsworth, have been appointed to an advisory body of officers, upon which also sit three Metropolitan Public Relations Officers—A. EDEN-GREEN, Lambeth; F. G. HOLLAND, Paddington; and E. WATSON-KEIGHLEY, Woolwich; and Hammersmith's Community Recreations Officer, V. H. HONEYBALL.

The original programme submitted by the district public relations sub-committee included a pageant; a souvenir handbook; a central exhibition; poster and press campaigns; encouragement of schoolchildren's visits to municipal undertakings; competitions, radio talks, and television features; lectures by councillors and officers; and production of a film on London's local government or a series of cinema shows using existing local government films.

Several other ideas have been put forward since and, while shortage of time and money may be expected to limit the plans to some extent, I am sure that, thanks in large measure to the enterprise of NALGO enthusiasts, Londoners will be effectively reminded of the work and achievements of their borough councils in 1950.

"Young Vic's" Tour

THE Young Vic Company, whose splendid work in encouraging appreciation of drama among young people is receiving international recognition, has opened its seasonal tour with "A Midsummer Night's Dream" and a delightful 18th century Italian comedy, "The Servant of Two Masters," by Goldoni.

Its itinerary—after a tour of Dutch and Norwegian cities—includes visits to Slough and Hull this month; Liverpool, Ipswich,

Brighton, and Hereford in December; Burnley, Doncaster, Cambridge, and Wolverhampton in January; Worcester, Huddersfield, and Exeter in February; and Kidderminster, Walthamstow, and Norwich in March.

Secretaries of branches within easy reach of these centres may like to know that block bookings at reduced prices can usually be made.

Homes for the Aged

I HAVE been asked by J. W. EDMONDS who, as was reported last month, has been appointed a governor of the Crossways Trust, which is to provide residential clubs for old people, to mention the essential part played by the Nuffield Foundation. It was that Foundation which called the first meetings, and without its initiative and financial help the scheme could not have been launched. The Foundation still provides the secretariat of the Trust.

More N.C.I. Successes

THE NALGO Correspondence Institute continues to demonstrate its efficiency in the best possible way—through the successes of its students. Latest example was this year's I.A.R.V.O. examination, in which an N.C.I. student gained First Place (with Honours) and Association Prize in the final, while other students gained special prizes in "Law of Property" and "Valuation for Rating of Industrial and Public Utility Undertakings." Courses for the present I.A.R.V.O. syllabus are available from the Institute.

Diaries . . .

IN these days of rising prices, it is good news that NALGO's 1950 diary, copies of which will be on sale early this month, retains its old price of 2s. 9d. for both standard and season-ticket types. The diary, of vest pocket size, contains, in addition to all the usual information, a wealth of essential data about the Association and its work, and is bound in real leather. Members wanting diaries should give their orders—and money—to their branch secretaries at once.

. . . and Christmas Cards

MY picture shows *In the Good Old Days* one of the three new Christmas cards offered by NALGO's Benevolent Fund this year.

The other two, *Half-Way House*—a wintry scene of an old inn with coach and horses approaching—and *Winter's White Mantle*, a woodland scene after a fall of snow, are equally attractive. The last was painted by George McVay, of South Shields branch. All carry simple messages of greeting, suitable for all recipients, with no mention of NALGO.

The price is 6s. a dozen, including envelopes.

Limited stocks of last year's cards are also available at 3s. a dozen.

Elected to N.E.C.

I OFFER a warm welcome this month to two new members of the N.E.C.,

elected to fill the vacancies created by the resignations of H. A. JURY and A. E. KELL.

Replacing Mr. Jury in the Metropolitan district is L. G. SIRETT, borough treasurer's department, Hendon. Mr. Sirett has been NALGO member for 26 years, serving successively as branch secretary, treasurer, public relations officer, and as a member of the Metropolitan district committee. He is also on the Metropolitan district area education committee, wages campaign committee, and Metropolitan education joint council, and chairman of the energetic district public relations sub-committee.



L. G. Sirett

W. W. Yeates

Mr. Kell is succeeded as a South-West district representative by W. W. YEATES, F.L.A., deputy city librarian at Plymouth, where he has served since 1938; previously, he was at Harris public library, Preston, for nine years. As branch chairman, district committee member, staff side member of the provincial council, and vice-chairman of Plymouth joint consultative committee, Mr. Yeates certainly has the experience required of a N.E.C. member.

A New A.D.O.

I WELCOME also a new member of NALGO organising staff, J. TIPPETT, who started work as Eastern district A.D.O. on November 1st. He was chief internal audit assistant at Hawarden rural district council. It may seem a far cry from internal audit to trade union organisation, but Mr. Tippet has been an active member of the Association for 14 years, serving on branch and district committees and the North Wales provincial council.

Mortgage Reminder

I HAVE been asked to remind members that until further notice, the NALGO Building Society is able to consider applications for loans only on the security of new property erected under licence. This decision was forced on the Committee of Management by two causes: the overwhelming number of applications for mortgages submitted during the first nine months of this year; and the reduction in the amount of new investments received from members during the same period, from which mortgages can be granted.

It is hoped that it will be possible to lift the restrictions in the New Year, but, since this will depend on an increase in the Society's share and deposit income, the remedy lies with members themselves. No investment, better secured—shares are not quoted on the Stock Exchange and their value cannot fluctuate. The interest rate is as high as can be obtained elsewhere, and no tax is payable by the investor.

Audit S O S

THERE are still many members of the NALGO Provident and Building Societies who have not yet sent their pass books to Headquarters for annual audit. Will the please do so immediately?



Christmas
GREETINGS

In the Good Old Days: One of three new Christmas card designs obtainable from NALGO's B. and O. Fund.

MAGAZINE MISCELLANY ★

being extracts, grave and gay,
from current branch magazines

Are We Spoon-Fed?"

ONE of the things which intrudes into my day-to-day experiences is the apathy prevailing amongst people I meet. When a question is being organised, who are the organisers? The faithful few, usually, who rally round and bear the burden. Ninety per cent. are content to look on . . . What is the cause of this apathy so prevalent to-day? Surely we are becoming "spoon-fed," and it is becoming almost too much trouble to open one's mouth and receive the offering.

There's an unemployment scheme, a health scheme, a housing scheme, and many others in force to-day, all very commendable and necessary, but each transfers the responsibility away from the man-in-the-street to a public body. . . . Things are becoming a little too attainable, too frequently "on tap," so we do not need to make any effort to attain them, and this means we do not care how they are provided so long as they are provided by some department or other.

"Easy come, easy go" is a popular tag these days. If we valued things a little more when they are available, perhaps when they disappear we might feel less inclined to reproach ourselves for their loss.

"The Pylon," Newbury Area, S.E.B.

Enterprise

It was decided that, in order to provide a means of increasing income, in cash or in rations, the canteen sub-committee should take preliminary steps for embarking upon the formation of a canteen pig club.

"The Arrow," Harrow

Deadline

As a rule we're bright and early
At the office—then we sign
With a flourish, adding boldly
That it's only ten-to-nine.

But, alas, to every worker
Comes a day, now and again,
When, despite our best endeavours,
Every effort is in vain.

Those who cycle find a puncture
Waiting to incur their wrath;
Others, using public transport,
Miss their bus, the train—or both.

Even those who walk may falter
When, as doubts begin to grow,
They consult their watch to find it
Running half an hour slow.

And the few possessing petrol
Who arrive by limousine,
At each traffic lights encounter
Red, instead of gold or green.

But at last, the panic over,
We arrive and duly sign,
Furtively (without a flourish),
UNDERNEATH the thin, red line . . .
D. B. Jones, "In and Out," Ealing

Clogging the Machine

FOR some time, in the Civil Service, there has been an organisation known as "O. and M." (Organisation and Methods Division) whose job it is to make an objective examination of the manner in which the various administrations carry out their duties—to suggest improvements; effect economies of finance and time; avoid waste of man-power, and to raise efficiency generally.

There must be many (in local government) who secretly endorse the need for such an organisation. The last decade has loosed a

spate of legislation that has changed the seat of control of many services previously run on a local basis. These services are often still administered mainly on a local basis but, because the ultimate responsible authority has changed, wholesale and wasteful duplication creeps in: pointless "returns" so that the higher authority can be kept informed; extra staff at county level to correlate these returns. Simple matters of purely local application that formerly were decided by the chief officer on the spot, now need to be referred for confirmation or approval to superior chief officers in far-away places. All these things only increase the rates, delay every proceeding, add not one iota of benefit to the local recipient of the service, bog down any hope of efficiency, and surround the official, obliged to comply with

First Hospital Magazine

FIRST to produce a branch magazine in the hospital field is the South Warwickshire Hospital Group branch. Number one comprises 20 pages, offering a well-balanced miscellanea of NALGO news, reports, amusing and provocative articles, a page of humour, and—most healthy sign—a "Letters to the Editor" feature.

So far, the journal is nameless, but a competition for a title and cover design has been organised, and the next number should bear an "imaginatively apt, easy-to-quote, and pertinent title."

Primary object of the magazine is to pass on to members the latest branch news and information from Headquarters—a task in any branch, and doubly difficult when the members are scattered over so large an area as South Warwickshire. The branch has made a bold start towards achieving its object. If the members give it the support it deserves, it should soon come into the forefront of branch magazine production.

such a chain of futility, with a growing sense of frustration.

An "O. and M." investigation into such a situation could do useful work. But it would need to be powerful; fearless in poking exploratory fingers into high places; and oblivious of political expediency. Many of the present centres of administration would doubtless find themselves redundant and much would return to local control which it would have been better never to have removed in the first place. Will the powers that be have the courage to think again in these matters?

Condensed from "News and Views," Leyton.

The Better 'Ole?

A REMARKABLE thing happened to me whilst on holiday this year. It was a dull sort of day . . . I was prompted to enter a side-show—an entertainment by *Miraculas*.

I asked this gentleman, who was masked and 20 yards from me, what was in the button-hole of my coat, and at once he replied, "A brooch." "And the letters?" He added unhesitatingly—"NALGO." "Wonderful," I soliloquised.

As I was taking my departure, he politely informed me that before doing this racket he was once a member of NALGO!

"I.O.M." in "The Wheel," Wallasey.

Just an Idea?

COULD not each county authority have its own branch banking facilities for its officers? How accommodating to be able to visit our

treasurer's department and present a cheque on the L.G.O. bank. Again, how well acquainted we should become as a result of our frequent visits (by request) to hear that well-used phrase "with reference to your overdraft."

It would, I presume, make the paying of salary and expenses cheques obsolescent. A cheque book allied closely to astute book-keeping on the part of the L.G.O. bank clerks would allow the officer to "collect" when required, within the limits of his credit.

Is a L.G.O.'s bank such an impractical suggestion? After all, NALGO offers most of the facilities of higher finance, why not one step further and establish a national L.G.O.'s bank with branches in each county . . .

Carry on with the discussion, readers.

"Commentary," Bucks County

Bouquet for Bognor

I HAVE read with interest the current issue of *Guardian*, the journal of the Bognor Regis branch of NALGO, a witty and well-produced number that reflects credit upon its editorial staff. Not only is there a wit and polish about the editorial notes which it is refreshing to find in a "house organ," but the whole of the magazine maintains a high literary standard, and the articles, grave or gay, are well worth reading . . . Indeed, the whole production is a model of amateur journalism. It is a pity, in a way, that the magazine cannot be circulated among the general public, who would learn that officials, when they are not officiating, can become really human, and that often—unknown to those who meet them in the grave precincts of the council—they have (unofficially) a definite sense of humour.

"Bognor Regis Post."

IN LIGHTER MOOD

Mistaken Identity

THE collector knocked at the door, which was opened by a little boy who, before finding out what was wanted, called out, "It's a gentleman," but on taking a second look at Jack, he shouted out, "No it ain't, Mum, it's the electric light bloke."

"Contact," Central Sussex Electricity.

Howlers

THE Equator is a menagerie lion running round the centre of the earth.

A vacuum is an empty place where the Pope lives.

"Nalgonotes," Tottenham.

All brutes are imperfect animals. Man alone is a perfect beast.

"Arbekay," Kensington.

Man of Letters

A LETTER sent recently to the Council House was addressed: "Mr. M.I. Mun., City Engineer."

"Camera Principis," Coventry.

Question Box

WHO was the laddie at ambulance centre who, when asked to arrange for the conveyance of a maternity patient by ambulance, began his request for further information with the question: "Male or female?"

Did you hear of the dumb blonde who thought that a blunderbuss was a vehicle for taking spinsters to a maternity home?

"NALGO Journal," newly-published
Durham County branch magazine.

MY BOOKSHELF

How to Strengthen Local Government : Mr. Jessup's Novel Proposals

By EDWARD KAY

FEW doctrines to-day are more widely shared than that the central government has acquired excessive powers. It is upheld by individualists who dislike all authority save their own; by collectivists who want a stronger local government; and, in theory at least, by the major political parties; while John Citizen himself would probably always prefer to deal with his town hall than with a government department.

To the list must be added most modern writers on local government, one of the most thoughtful of whom, FRANK JESSUP, a well-known member of the Kent County branch of NALGO, has now gone farther than most of his colleagues by accompanying, in his latest book, *Problems of Local Government* (Cambridge University Press, 3s. 6d.), an attack on centralisation with some novel proposals for reform.

First, he wants the doctrine of *ultra vires* modified to free local authorities from its apron strings; in particular he objects to the excessive use of the doctrine by the district auditor, who as Mr. Neville Chamberlain pointed out, replaced the judgment of elected representatives by that of an official not even subject to ministerial control.

Next, he would find a more satisfactory way to solve the inevitable conflicts of view between local and central government. At present, when these occur, the will of Whitehall prevails although, as Mr. Jessup points out, there is nothing inherently wiser in civil service than in local government minds. Let conflicts be resolved then, he suggests, not by ministerial dogmatism, but by an administrative tribunal of judicial status which, having heard both parties, can give an independent judgment.

Such an innovation would enhance the status of local government and might also be used to ease financial difficulties. Because of the inadequacy of rate income, and the unsatisfactory nature of this form of tax, Mr. Jessup, like many others, looks for alternative sources of income based on central taxation. But this would carry the risk of greater central control. Mr. Jessup would reduce the risk by making any central decision to withhold grant on "disciplinary" grounds dependent upon the concurrence of the administrative tribunal.

In a chapter on local government structure, after a lucid survey of current proposals for reform, he makes a less lucid plea for tackling the problem empirically, starting from particular areas and particular services instead of from a *a priori* assumption. How this scheme would work out in detail is not entirely clear; it is based on the principle that rigid uniformity should be avoided and structure adapted to varying local needs and circumstances. A local government structure built on such lines would not be tidy; but it might well have the stuff of life in it.

Mr. Jessup ends by saying some wise things about the overcoming of public apathy, and the need for a good public relations policy. He castigates newspaper editors who concentrate on trivialities, ignore important issues, and permit inaccuracies and innuendoes which are unwarranted by the facts. On the other hand, he condemns local authorities which fail to court the Press, going into committee or conducting their proceedings in the most uninteresting way possible. A survey of current public relations work mainly on lines advocated by NALGO brings him back to his starting point: "Inevitably, when the modern nation-state has become a unit so huge in size, so immense in power, so universal in activity, and so complex in organisation, the individual is lost in its vastness and can feel but a remote responsibility, at the best, for its actions. Herein lies the attraction of local government, that it gives each man and woman an opportunity of participating immediately and continuously

in the shaping of their own social order."

Two sound popular books on local government in one month is good going. My second this month comes from ERIC JACKSON, author of the popular Penguin on local government which remains one of the best simple outlines. His latest, *The Structure of Local Government in England and Wales* (Longmans, 15s.) is wider in scope than the title suggests, amounting in fact to a lively and comprehensive description of the modern way of life of local authorities.

Social Services

THOUGH EMMELINE COHEN'S *English Social Services* (Allen and Unwin, 8s. 6d.) lacks the vigour and brilliance of the Wickwars' recent book on the same subject (reviewed in this column in September), it provides a workmanlike history of the services since the eighteenth century and sets the reader's mind working. Miss Cohen's commentary does not always avoid the obvious; but by and large her attitude reflects experience and commonsense. Discussing the perennial theme of public *versus* voluntary organisations, she remarks that "it is incorrect to assume that the increased activity of statutory authorities in the sphere of social services has decreased opportunities for voluntary service; the contrary is the case." Though the services exist primarily for those whom they serve, "participation in this kind of work gives a number of people considerable satisfaction." This participation is no longer the monopoly of upper and middle-class people with time on their hands; the opportunity for public service, whether through a public or a voluntary body, has been widened, with advantage to the participants and the community alike.

One of the best features of Miss Cohen's treatment of her subject is the way she relates historical events to the social and intellectual environment in which they occurred. This leads her to emphasise the need for elasticity in institutions, so that, as needs change, adjustments can be made readily and without upheaval. It leads her, too, to stress the value of exact information as a basis for all social action.

Four Aspects of Planning

FOUR books for review this month illustrate four different aspects of planning. NORMAN G. ABBEY, approaching it from the legal and administrative angle in *A Companion to Town and Country Planning Acts & Orders* (Eyre and Spottiswoode, 10s. 6d.), covers the ground competently in fewer than 300 pages. Ready for the press at the beginning of this year, the book is pretty well up to date.

The second volume is a symposium written by a group of geographers under the leadership of Professor G. H. Y. DAYSH of Newcastle-upon-Tyne. Though mainly for the specialist reader, *Studies in Regional Planning* (George Philip, 25s.) raises many principles of wider interest. At the risk of some distortion, I put first Professor Daysh's own comment that most outline plans could with advantage "be reduced to an even smaller number of words." Readers of such works will concur and wish that the professor himself commanded a less verbose and "official" style.

It is argued that industrial location and planning are indissoluble and should not be administratively divorced as they are, in fact, at high political level in the Board of Trade

and the Ministry of Town and Country Planning. This starts things off on the wrong foot, for how is it possible to determine the use of land and the distribution of men and women in isolation from economic factors? Another conclusion drawn is that, though regional and local planning have their unique qualities of being, as it were, down to earth, they cannot be done effectively till national principles have been laid down. In transport, for instance, a road plan in a given area is impracticable until the wider system into which it must fit has been worked out.

Still more specialised is STANLEY GADSDEN'S *Modern Housing Estates* (Batsford, 35s.). The author hardly attempts literary form, but writes in a series of practical notes on site choosing, design and construction of roads, types of houses, and the law and finance of housing. The second half of the book contains a factual survey of a number of garden cities and other housing estates. The technical nature of its theme has not prevented the publisher from making a characteristically good job of the production.

The last book is in some ways the best: it is the official Ministry booklet called *Town and Country Planning* (Stationery Office, 6d.) and is written in question and answer form. A layman who has had to study the Act in its impact on a common citizen, I commend this booklet's admirable simplicity.

Trade Unions

THE leading article in "L.G.S." for October 1942 described *British Trade Unionism* (Political and Economic Planning) which now appears in a revised and cheap edition at 8s. 6d. It is an ably written, well-documented study of modern trade unions, objectively judged, describing their make-up and methods, and acutely assessing the relations between rank-and-file and leaders, whether those leaders be the full-time "bureaucrats" or the *ad hoc* spokesmen who rise to eminence during a strike and often recede into the ranks afterwards. The book should help NALGO members to a better understanding of their own organisation and to appreciate the problems which face other unions when the opinions of leaders and members diverge.

Another work on trade unionism, now in its fourth edition, is HARRY SAMUEL'S *Law of Trade Unions* (Stevens, 7s. 6d.), a short, clear textbook suitable for "intermediate" students and for all who work in, for, or against trade unions in any capacity.

The Whole Truth

WHEN Ministry of Food inspectors find their way into the general press it is usually with a hostile innuendo, a suggestion that they are "snoopers" employed to impoverish the public stock of harmless pleasure. Let any who cherish such an illusion read the Ministry's report of *The Labelling and Composition of Food* (Stationery Office, 1s. 6d.). In dispassionate terms it sets out the invaluable work to protect the public against the wrong description of foods by tendentious terms on labels, wrappers or containers. For example, "Egg Powder" and "Egg Substitute" was merely coloured baking powder; common salt was described as "a food in itself"; a gravy thickener consisting of flour, salt, and colouring, was "one of the finest and most useful foods ever invented by man"; foods consisting primarily of flour claimed that "infants in the last stages of emaciation are quickly restored to health" were described as "a food that saves life" and "expels disease for ever."

Unfortunately the book is written for traders and administrators and the valuable information it contains will not reach the citizens for whom this protective service is provided. Since the press is unlikely to help, perhaps the department's public relations organisation might prepare a popular edition.



November Handicap

NALGO (INSURANCE DEPARTMENT),
1, YORK GATE, REGENT'S PARK, N.W.1.

Please send details of the SICKNESS and HOSPITAL and
NURSING HOME Schemes to :—

NAME

ADDRESS

L.G.S. 10

November, chill and damp, often encourages those winter
ills that *handicap* so many.

Extra income and benefit for special treatment during
illness are very good *odds* for a small monthly investment.
That's why members of the NALGO Provident Society
know what their "*certs*" provide.

Take the *tip* now : don't be *saddled* with *mounting* debts
through illness. Whether in Manchester, Merthyr or Mold
(or anywhere else) get off to a *good start* this winter by
joining the

NALGO PROVIDENT SOCIETY

PRIVATE ECONOMY

"As much wisdom may be expended on a private
economy as on an empire, and as much wisdom may
be drawn from it." Emerson's Essay on Prudence.

Ralph Waldo Emerson, American poet, essayist
and philosopher, was born at Boston, Massa-
chusetts, in 1803 and buried in the famous cemetery
of Sleepy Hollow in 1882. In the course of his
lifetime, he came to be recognised as the leader of
American thought of his generation and this quota-
tion is from one of his essays on "Prudence."

Your wisdom may best be expended on a private
economy with NALGO Building Society—we
cannot help you to build an empire but we may
be able to help you to build a home. Write for
particulars of share and deposit investments.



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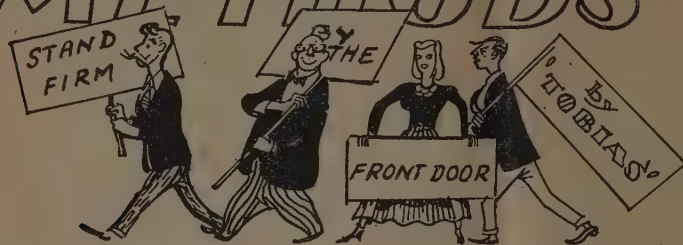
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BACK DOOR METHODS



THE silly season in NALGO life is not confined to one part of the year, like the more ordinary seasons, but can occur at any time between, say, the aftermath of the Annual Conference and the preparations for the branch A.G.M. and election of office-bearers. All indignation has been spent and the time for canvassing is not yet upon us.

As a conversational opening, *What the so-and-so is NALGO doing about . . . ?* gives place to *Have you heard this one about . . . ?* Subjects for "This Local Government" are riotously invented in the hope of winning five bob. There is a craze for shaggy-dog stories with a local government flavour; for instance, the one about the Yude-Baiter who wandered all round a local government office looking for work for his trade and, when finally given a start, spent his time playing over and over a gramophone record which said, "Yude-Baiter come back later—the man who deals with that is out for lunch/tea/engaged/in conference . . ."

It was an irate ratepayer—or rather the irate wife of a ratepayer—who, having been given some such reply as this, was so incensed that she stamped out of the office in a blind rage. And who should be coming in at precisely the same time but Sackbutt, lost in a dream of his own possible (but only just) future with young Betty. For the silly season produces thoughts of happy love as well as other shaggy-dog stories . . .

"Young man, take that irritating grin off your face! I'd report you this minute, if I weren't convinced I'd merely be told that the Gentleman who Attends to That Kind of Thing is at present on sick leave, and, by the time he comes back he'll be due to retire, so there's just nothing to be done about it this side of eternity."

She was, it seems, rather a strange sight, with her hat tipped over one eye and some of her clothes in gorgeous disarray. Sackbutt laughed. And at that moment the Boss walked in.

The result, next morning, was a large Notice to Staff which said that, in order to leave the front entrance free for members of the public, the staff would in future enter and leave the building by the back door and stairs only.

It is true that for many years the members of our staff used front or back entrance as it suited them, and that some people were distinctly annoyed when, after a series of petty thefts (two indiarubbers, one pair of nationalised spectacles and three NALGO Provident cards), it was decided to keep the back door closed.

The notice, however, caused an immediate uproar.

"What do they think we are—servants?"

"I suppose we are—public servants. But I object to tradesmen's entrance stuff—"

"Yes, we come in at the back along with all the supplies—coal, stationery, cigars for aldermen—"

"Buns for the staff!"

"Really, Rufus, I don't think you're taking

this seriously. Can't you see the insult to the staff?"

"Maybe—but it'll be a worse insult if we don't get down to that job of submitting our recommendations for upgrading which the Boss agreed to consider."

"You know quite well we couldn't agree on that," I reminded him, "because none of us would accept upgrading for any of the others."

Fuel was added to the fire, so to speak, when it was discovered that a special goods elevator was to be installed for bringing coal up to the storeroom at the top of the building. (Some people suggested that it would have been simpler to move the storeroom to the ground floor or even the basement, but such a notion was suspect on account of its simplicity.)

Certain members of the staff undertook to arrive early and do picket duty at the rear entrance, with placards, *No Back Door Methods Here, and Coal Does Not Climb the Stairs—Why Should We?* Luckily, the Boss always arrives at the office much later than any of us, and so he never saw the placards.

Then somebody realised that on a certain day the Boss was due to return to the office after an official function, with Alderman Jove.

"Here is where we can take a Firm Stand," said Sackbutt, who, having been the originator of the back-door instruction, had played a

AT RANDOM

Thought for the Month

"AND we are now men, and must accept in the highest mind the same transcendent destiny; and not minors and invalids in a protected corner, not cowards fleeing before a revolution; but guides, redeemers, and benefactors, obeying the Almighty effort and advancing on Chaos and the Dark."—Ralph Waldo Emerson.

In Triplicate

Memo. to Regional Supervisor, British Railways, from a track foreman:

"I am sending you the accident report on Casey's foot, when he struck it with an adze. By the way, under the section 'Remarks' did you want mine or Casey's?"

Euphemism

I deny calling him a liar. I said he had divested the circumstances of all authenticity.

Limerick

*There was an old man of Boulogne,
Who sang a most topical song.*

*It wasn't the words;
Which frightened the birds,
But the horrible double-entendres.*

Brevities

To-day's economic problem is to prevent our elastic currency from becoming just a stretch of the imagination.—*Pathfinder, U.S.A.*

leading part in directing the defence operation. "Alderman Jove, as a member of the public allowed to enter by the front door. But the Boss, as a member of the staff, is not. We shall allow Alderman Jove to come in, and then we shall form a human chain of defiance between him and the Boss, who will be forced to go to the back entrance." We liked it. Even Rufus thought it would be a Gesture something or other.

So, on the appointed day, some fifty minutes after the appointed hour, the Boss and Alderman Jove appeared. The Alderman was talking volubly, while the Boss listened attentively and both of them smoked cigars of much better quality than those which came in along with by the office back door.

Resistance stiffened among those of us who were grouped, apparently casually, about the front door. Nervously I wondered whether I should aim for the Boss's bottom waistcoat button, or wait till I could see the whites of his eyes. Then I remembered an urgent piece of work which I should at that very moment have been finishing in the office. Muttering to somebody that they would have to manage without me, I made a beeline for the back door—and almost collided with the Boss and Alderman Jove, who were going in the same direction.

I let them precede me, of course—and appeared that the Alderman had come especially to inspect the automatic goods elevator which had just been installed. The Alderman was fascinated. He and the Boss played about with it for a long time, moving floor to floor and experimenting, with the Boss running up and down and trying to press the button from one floor at the same time as the Alderman pressed the elevator button on another floor . . .

A new notice has just been issued, instructing the staff to enter and leave the office by the front door only. It is understood that the back door is reserved for Alderman Jove, who has his own key, so that he can come in any time to play with the elevator.

Sackbutt, however, regards the notice as a major victory for our militant methods. It is true that the Council has in the meantime accepted the Boss's recommendation that no upgrading of posts is necessary, since no proposals have been forthcoming from the staff.

—by "Hyperion"

Women would look more spick in slacks if they had less span.—Anon.

Using atomic energy only for the atomic bomb is like using electricity only for the electric chair.—Anon.

Wise Guy

*I don't believe this talk
About a stork.
My pater
Gave me all the data.*

T. H. Templeman

In England Now

More and more these days I find myself pondering on how to reconcile my net income with my gross habits.—*John Kirk Nelson.*

The critics against the nationalisation of the coal industry overlook the fact that the unsightly slag-heaps dotted about a mining district will not increase now that we are getting the slag in our monthly quota of coal at about 4s. per cwt.—*Letter in "Answers."*

Wife's Lament

"When I married my husband, nine years ago, he was an upright young man, full promise. He's not so upright now—but he's still promising.—*NALGO member's wife.*

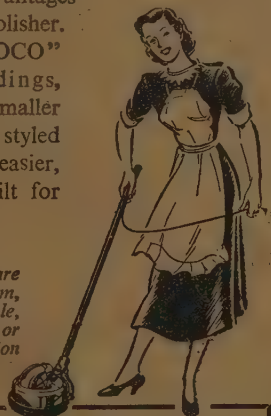


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NALGO Seeks Better Compensation Prospect for the Nurse With Tuberculosis

AT long last, there is hope that nurses and other health workers who contract tuberculosis in the course of their work will have a better prospect of adequate compensation.

The Minister of National Insurance, it was announced last month, has asked the Industrial Diseases sub-committee of the Industrial Advisory Council to consider whether tuberculosis should be a "prescribed disease" under the National Insurance (Industrial Injuries) Act for these employees and has invited interested individuals and organisations to submit written evidence. NALGO, which urged this course as long ago as 1945, has hastened to submit its evidence.

The effect of prescribing a disease in relation to a particular class of persons is to make the benefits of the Act available to those persons if they contract the disease as a result of their employment.

The problem of the nurse who contracts tuberculosis has long been a difficult one and has provided many headaches for NALGO's legal department. To establish a claim under the old Workmen's Compensation Acts, it was necessary for the nurse to prove that the disease was contracted as a result of an accident arising out of and in the course of her employment, and as a rule it was no easy matter to prove those two points. Firstly, there was the difficulty of proving that there was an "accident," because it was impossible to pin-point a date on which the nurse contracted tuberculosis; and in any event, could it be said that the contracting of a disease was "an accident"? Secondly, there was always the possibility that the nurse did not contract the disease in the course of her employment, even although she was nursing tuberculosis patients. There was a strong probability, but no more. As a specialist put it in one particular case:

"In my opinion, Nurse H. contracted the disease from which she is suffering as a direct result of nursing tuberculosis patients. . . . It is, of course, possible for her to have become infected from outside the hospital, but the probability that the tuberculosis patients whom she nursed were the source

of her infection is so strong that I have no doubt she did, in fact, contract the disease as the direct result of her work."

Having that report before him, Counsel advised that arbitration proceedings would have reasonable prospects of success, but he could not tell whether the judge would be prepared to infer that an "accident" had been proved.

In another case, Counsel advised that a nurse would not be likely to succeed in establishing that she contracted tuberculosis as a result of her work.

When the National Insurance (Industrial Injuries) Bill was introduced in the House of Commons, NALGO's legal officer noted that it contained powers for the Minister to prescribe a disease as an industrial disease,

whereby, unless the contrary is proved, the disease will be presumed to be due to the nature of the insured person's employment. This means that the onus of proof is no longer placed on the employee. Accordingly, in October, 1945, the Minister was notified that NALGO wished to urge most strongly that he should, in exercise of those powers, prescribe that tuberculosis should be scheduled as an industrial disease in relation to nurses who contracted tuberculosis through being directly in contact with tuberculosis patients in the course of their normal duties. In September, 1946, NALGO extended these representations to include health visitors who contracted tuberculosis in the course of their employment. The Association was informed that the matter was one which the Minister proposed should be considered by a committee he hoped to set up. That committee has now been set up and NALGO hopes to convince it of the justice of the nurses' claim.

Another Seven Grading and Reinstatement Appeals Successes

THE following successful appeals, fought by NALGO, were reported to the N.E.C.'s service conditions committee on October 7:

Southwark metropolitan borough refused to implement the decision of the London district council disputes committee to upgrade sixteen of its officers. The dispute was referred to the N.J.C. Appeals Committee, before whom representatives of Southwark council declared that although the council recognised the Charter, it could not accept the National Joint Council's interpretation of paragraph 39 (Appeals), namely, that an officer was entitled "to appeal in the first instance to his employing authority, and subsequently to the concerned provincial council on any question as to his rights under the scheme, including any question relating to his grading within the salary scales."

In the face of the attitude of the council, the appeals committee referred the dispute to the Ministry of Labour, who referred it to the National Arbitration Tribunal. After a hearing on October 4, the Tribunal decided that the council had not been observing recognised terms and conditions of service, and awarded in NALGO's favour.

This award confirms what previous awards in similar cases had already established, that the decisions of provincial council appeals committees must be observed, and that, if necessary, the National Arbitration Tribunal will use its authority to see that they are observed.

Upgrading Confirmed

Stockton-on-Tees borough refused to implement the decision of the north-eastern provincial council appeals committee on the grading of its stores and accounts clerk, and the case was reported to the N.J.C. appeals committee. That committee upheld the decision that the officer should be regraded in the clerical grade.

Llanelli borough failed to adopt recommendations of the South Wales and Monmouthshire provincial council for upgrading its senior internal audit clerk and public health chief clerk into the higher clerical grade. The N.J.C. appeals committee referred back on case for local discussion, and recommended acceptance of the provincial council's decision in respect of the other.

Rowley Regis borough rejected the decision of the West Midlands provincial council appeals committee that the housing welfare officer should be upgraded from clerical to higher clerical. The dispute went to the N.J.C. appeals committee, which supported the claim.

Retrospective Increase

Derby county borough refused to apply the appropriate revised scale to its senior laboratory technician between the effective date—February 1, 1948—and July 4, 1948, when he was transferred to a hospital management committee and the revised scale applied. The National Arbitration Tribunal awarded retrospective increase for the period in question.

Abergele urban district refused to adopt in full the decision of the appeals committee of the North Wales provincial council on the grading of its sanitary inspector. A dispute was reported and the N.J.C. appeals committee upheld the decision with effect from December 17, 1946—the date of the permanent appointment of the appellant.

Darlaston urban district dismissed its woman librarian, and an appeal was submitted to the N.J.C. appeals committee. It recommended her reinstatement and that the authority should pay the difference between the salary she would have received had she remained in its service from the date of her dismissal, and the salary she received in alternative employment while awaiting a decision.

SCOTTISH NOTES

J.I.C. Decides to End Grouping: Health Films: Mobile Welfare Exhibition

THE system of grouping local authorities for the application of salary scales will disappear at the beginning of the 1951-2 financial year. This was decided by the Scottish Joint Industrial Council when it met in Aberdeen on September 15. The executive committee will prepare an alternative scheme. In consequence, the resolution passed in May 1948 to reduce the number of groups from three to two as from the second half of the current financial year was rescinded.

Revised Salaries

Staff side proposals for the revision of salary scales for the miscellaneous classes and the whole question of salary scales for school clerkesses in Scotland were remitted to the executive committee for consideration and report.

Health Films

The fortnightly Sunday shows of health films, sponsored jointly by the Edinburgh public health department and the Scottish Council for Health Education, were resumed in the New Victoria cinema on October 16.

This year the unit will also be visiting the Leith district.

Branch secretaries who would like to arrange similar shows in their own areas can do so by contacting the Scottish Film Council, Newton Street, Glasgow.

Exhibition on Tour

The welfare exhibition arranged by the Department of Health for Scotland, which was displayed in the Royal Scottish Museum during the Edinburgh Festival, is going on tour. Dealing mainly with the health services, it should be of interest to many NALGO members.

Edinburgh Staff Orchestra

Rehearsals have been resumed by the Edinburgh Staff Orchestra, which gave its first public performance last year. Later in the season it will give a concert in aid of NALGO's Benevolent and Orphan Fund. With full support from members, it should be able to raise a contribution worthy of the cause.

By R. DEAS

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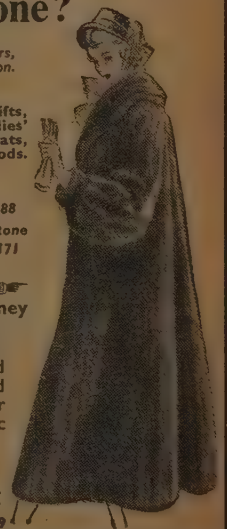
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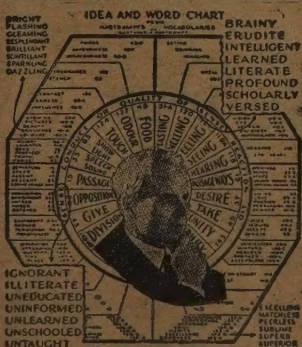
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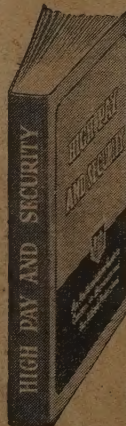
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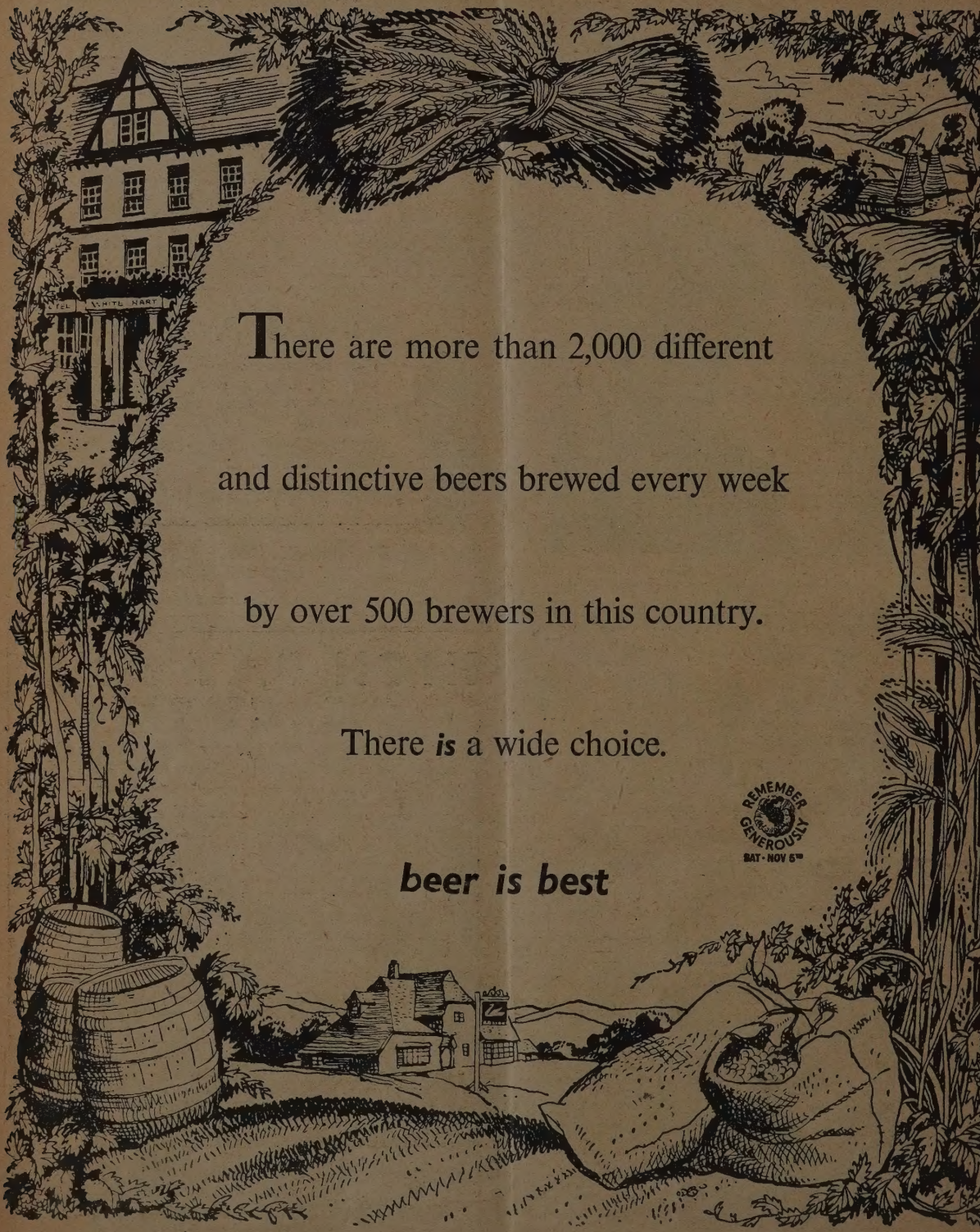
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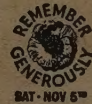
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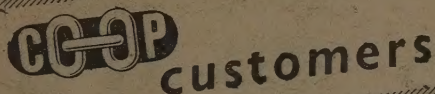


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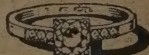
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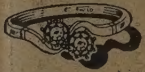
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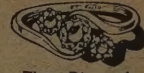
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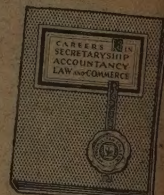
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